

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF MASSACHUSETTS

Civil Action No. 05-CV-10879-JLT

KIMBERLY GENEREUX,
Plaintiff

v.

COLUMBIA SUSSEX CORPORATION,
STARWOOD HOTELS & RESORTS
WORLDWIDE, INC., and
WESTIN HOTEL MANAGEMENT, L.P.,
Defendants

)
)
) **AFFIDAVIT OF MARK F. ITZKOWITZ**
) **IN OPPOSITION TO DEFENDANTS'**
) **MOTION FOR SUMMARY JUDGMENT**

1. My name is Mark F. Itzkowitz. I am an attorney licensed to practice law in the Commonwealth of Massachusetts (BBO #248130) and in the State of New York. I am the attorney for the plaintiff herein.

2. I make this Affidavit freely based upon my personal knowledge.

3. Hereto annexed are true and accurate photocopies of the following documents:

Exhibit "A"	Transcript of the Deposition of Kimberly Genereux (excerpts)
Exhibit "B"	Map & Photo Key
Exhibit "C"	Conference Centre at the Westin Casuarina Resort Site Plan
Exhibit "D"	Site Plan Excerpt-Identifications
Exhibit "E"	Photographs
Exhibit "F"	Affidavit of Kimberly Genereux

Exhibit "G"	Royal Cayman Islands Police Service Letter to Westin Casuarina Attorney Michael Alberga, September 27, 2005
Exhibit "H"	Reports of Eleanor K. Egan, LHMC (February 21, 2005 & September 16, 2007)
Exhibit "I"	Report of David S. Chapin, M.D. (February 29, 2007 [<i>sic</i>])
Exhibit "J"	Report of Norman C. Hursh, ScD, CRC, CVE (February 10, 2008)
Exhibit "K"	Report of Allan M. Feldman, Ph.D. (February 27, 2008)
Exhibit "L"	System License Agreement
Exhibit "M"	Transcript of the Deposition of Theodore Mitchel (excerpts)
Exhibit "N"	Transcript of the Deposition of Theodore Mitchel (excerpts) in <i>Keppner v. Galleon Beach Resort, Ltd., et. als.</i> , Index No. 011724/2003 (N.Y. Sup. Ct., Erie County)
Exhibit "O"	Transcript of the Deposition of John McGovern (excerpts)
Exhibit "P"	American Hotel & Lodging Association, DIRECTORY OF HOTEL & LODGING COMPANIES (74 th ed., 2005)(excerpts)

Exhibit "Q"	American Hotel & Lodging Association, DIRECTORY OF HOTEL & LODGING COMPANIES (71 st ed., 2002)(excerpts)
Exhibit "R"	Lashner Rush & Associates Audit (September 24, 2000)
Exhibit "S"	Lashner Rush & Associates Audit (April 24, 2001)
Exhibit "T"	Westin Quality Assurance Program/QAP 2000
Exhibit "U"	Westin Hotels & Resorts Property Maintenance Reference Guide
Exhibit "V"	Transcript of the Deposition of Theodore Mitchel (excerpts) in <i>Reynolds v. Westin Hotel Company, et. als.</i> , U.S.D.C. E.D. Ky. Case No. 97-77 (March 16, 1998)
Exhibit "W"	Service Agreement
Exhibit "X"	Columbia Sussex website excerpt
Exhibit "Y"	<i>Westin Casuarina Opens Luxury Spa</i> (Hospitality Job Resource, February 13, 2002)
Exhibit "Z"	Westin Corporate Identity Manual
Exhibit "AA"	Columbia Sussex' Manager's Manual
Exhibit "BB"	Lashner Rush & Associates Audit (August 30, 1999)

Exhibit "CC"	Transcript of the Deposition of Kellie Ann Lowell (excerpts) in <i>Reynolds v. Westin Hotel Company, et. als.</i> , U.S.D.C. E.D. Ky. Case No. 97-77
Exhibit "DD"	Columbia Sussex Corporation Safety & Loss Prevention Manual
Exhibit "EE"	Expert Witness Report of Robert J. McCrie, Ph.D., CPP [filed but not scanned because scanned by defense]
Exhibit "FF"	Cayman Islands Annual Report & Official Handbook (1998)
Exhibit "GG"	Cayman Islands Annual Report & Official Handbook (1999)
Exhibit "HH"	Cayman Islands Annual Report & Official Handbook (2000)
Exhibit "II"	Cayman Islands Annual Report & Official Handbook (2001)
Exhibit "JJ"	Cayman Islands Annual Report & Official Handbook (2002)
Exhibit "KK"	Lashner Rush & Associates Audit (November 5, 2002)
Exhibit "LL"	Starwood/Westin Design Review Memorandum

Exhibit "MM"	Response of Defendant Columbia Sussex Corporation to Plaintiff's Request for Production of Documents
Exhibit "NN"	Correspondence of Mark F. Itzkowitz to Robert J. Brown and John B. Johnson (September 10, 2007)
Exhibit "OO"	Correspondence of Mark F. Itzkowitz to Robert J. Brown and John B. Johnson (September 19, 2007)
Exhibit "PP"	Correspondence of Robert J. Brown to Mark F. Itzkowitz (September 28, 2007)
Exhibit "QQ"	Correspondence of Robert J. Brown to Mark F. Itzkowitz (January 8, 2008)
Exhibit "RR"	Correspondence of Robert J. Brown to Mark F. Itzkowitz (January 25, 2008)
Exhibit "SS"	ASIS <i>Dynamics</i> (May/June 2000)
Exhibit "TT"	ASIS <i>Dynamics</i> (May/ June 2001)
Exhibit "UU"	ASIS <i>Dynamics</i> (May/June 2002)
Exhibit "VV"	ASIS <i>Dynamics</i> (May/June 2003).

Signed under the pains and penalties of perjury, this 26th
day of March, 2008.

MARK F. ITZKOWITZ (BBO #248130)

CERTIFICATE OF SERVICE

I, Mark F. Itzkowitz, counsel for the plaintiff, hereby certify that on this date, I made service of the within document by serving it electronically to registered ECF participants and/or by mailing/faxing/hand-delivering a copy of same to non-registered ECF participants as indicated on the Notice of Electronic Filing ("NEF"), upon the following counsel of record:

John B. Johnson, Esquire
Corrigan, Johnson & Tutor, P.A.
141 Tremont Street
Boston, MA 02111; and

Robert J. Brown, Esquire
Mendes & Mount, LLP
750 7th Avenue
New York, NY 10019-6829.

s/ Mark F. Itzkowitz
MARK F. ITZKOWITZ (BBO #248130)

Dated: March 26, 2008

ECF FILING ERROR - WILL BE AMENDED

1 THEODORE R. MITCHEL

2
3
4 STATE OF NEW YORK
5 SUPREME COURT : COUNTY OF ERIE
6 -----

7 HAROLD KEPPNER and
8 MARIE KEPPNER,

9 Plaintiffs,

10 -vs-

11 GALLEON BEACH RESORT, LTD.,
12 STARWOOD HOTELS & RESORTS,
13 WORLDWIDE, INC., and
14 COLUMBIA SUSSEX CORPORATION,

15 Defendants.
16 -----

17 Examination Before Trial of
18 THEODORE MITCHEL, taken pursuant to Notice under
19 Article 31 of the Civil Practice Law and Rules,
20 taken in the law offices of JAECKLE, FLEISCHMANN &
21 MUGEL, LLP, 400 Essjay, Suite 320, Williamsville,
22 New York 14221, taken on March 13, 2007, commencing
23 at 11:50 A.M., before VALERIE WHITE, Notary Public.

1 APPEARANCES:

2 WEBSTER SZANYI, LLP,
3 BY CHARLES E. GRANEY, ESQ.,
4 1400 Liberty Building,
5 Buffalo, New York 14202,
6 Appearing for the Plaintiffs.

7 JAECKLE, FLEISCHMANN & MUGEL, LLP,
8 BY ANTHONY J. LATONA, ESQ.,
9 400 Essjay,
10 Suite 320,
11 Williamsville, New York 14221,
12 Appearing for the Defendants.

13 (Whereupon, the following stipulations were
14 entered into by both parties.)

15 It is hereby stipulated by and between
16 counsel for the respective parties that the oath of
17 the Referee is waived, that signing, filing and
18 certification of the transcript are waived, and
19 that all objections, except as to the form of the
20 questions, are reserved until the time of trial.

21 (Whereupon, a site plan was then received
22 and marked as Plaintiff's Exhibit 5 for
23 identification.)

T H E O D O R E R. M I T C H E L, 5157

1 take a restroom break, let us know and we'll
2 accommodate you?

3 A. All right.

4 Q. Sir, how are you presently employed?

5 A. I'm employed with Columbia Sussex Corporation.

6 Q. In what capacity?

7 A. Secretary, treasurer.

8 Q. What are your duties as secretary and treasurer for
9 Columbia Sussex?

10 A. I'm chief accounting officer and responsible for
11 financial statement preparation.

12 Q. How long have you held that position?

13 A. Seventeen years.

14 Q. Have you held any other positions with Columbia
15 Sussex?

16 A. No.

17 Q. How many employees are there of Columbia Sussex?

18 A. Columbia Sussex, fifteen thousand, something like
19 that.

20 Q. Really, I had no idea. What business is Columbia
21 Sussex in?

22 A. We own and operate hotels and resorts.

23 Q. How many?

1 THE WITNESS: It would have, you know, approved that, I
2 guess, through the use of the architect. They
3 would work together, an architect and builder
4 usually work together on a design.

5 BY MR. GRANEY:

6 Q. Was there someone at Galleon Beach Resort Limited
7 who was the project manager for the construction of
8 the hotel?

9 A. The project manager for the construction of the
10 hotel would have been an employee of Columbia
11 Sussex.

12 Q. Okay. Who was that?

13 A. I don't know who it was at the time.

14 Q. Is there some way to find that out?

15 A. It's possible.

16 Q. Would that person have been the project manager for
17 the construction of the pool as well?

18 A. Yes.

19 Q. Who retained the architect and the builder?

20 A. It would have been Galleon Beach Resort Limited.

21 Q. Who at Galleon Beach Resort Limited was responsible
22 for retaining the builder and architect?

23 A. It would have been Mr. Bill Yung who's president of

1 A. No, I believe it was a company based in the
2 Caribbean somewhere.

3 Q. Can you describe for me what your knowledge is of
4 Mr. Yung's involvement in the construction of the
5 Galleon Beach Resort Hotel?

6 A. I can't speak for him, but as president, he would
7 be responsible for review and approval of the
8 planning done by the architect, he would have had
9 some involvement in selecting the builder and any
10 of the subcontractors and would have been kept
11 apprised of status and construction as it
12 proceeded.

13 Q. And that would be in his capacity as president of
14 what company?

15 A. Of Galleon Beach Resort Limited.

16 Q. Did Columbia Sussex have any role in the
17 construction of the hotel and pool on Grand Cayman?

18 A. Not in the construction of it.

19 Q. What involvement did Columbia Sussex have with
20 respect to the hotel and pool in 1995 during the
21 construction phase?

22 A. As I stated before, one of the project engineers
23 was an employee of Columbia Sussex and he would

1 have in that capacity been involved in working with
2 Asphaltic and the other contractors in seeing that
3 the construction was done in accordance with the
4 design.

5 Q. Would that project manager have reported to Mr.
6 Yung?

7 A. Yes.

8 Q. How many project managers did Columbia Sussex --
9 strike that. How many engineers did Columbia
10 Sussex have back in 1995?

11 A. I don't recall the exact number.

12 Q. Can you give me an estimate?

13 A. Probably six or seven.

14 Q. Where are Columbia Sussex headquarters in?

15 A. In Fort Mitchell, Kentucky.

16 Q. Is that where Mr. Yung's office is?

17 A. Yes, he has an office in Fort Mitchell, Kentucky.

18 Q. Are you from Cincinnati?

19 A. I live in Cincinnati, I work in Fort Mitchell,
20 Kentucky.

21 Q. How about the project engineers, where are they
22 located?

23 A. Generally the project engineers are located in Fort

1 A. Yes.

2 Q. How many regional vice presidents are there?

3 A. I don't know the exact number. I believe there's
4 about five.

5 Q. Why does the general manager of the Hotel Casuarina
6 report directly to Mr. Yung as opposed to a
7 regional vice president?

8 A. I have to ask Mr. Yung why he's done that. That
9 property has always been special.

10 Q. Why do you say that?

11 A. It's our first -- well, it wasn't the first resort,
12 it's one of our premier hotels. I mean, it's one
13 of the nicest properties we have and he's always
14 taken a special interest in it. One of his
15 daughters works there so he has a special interest
16 in that property.

17 Q. Do Columbia Sussex employees handle the purchasing
18 primarily for the eighty or so hotels that it
19 operates?

20 A. It's structured similar to what I described for
21 this hotel. There's a large amount that's
22 purchased by the general manager and then special
23 things that I described, the logoed items, the

Page 1

VOLUME I

PAGES 1-263

EXHIBITS 1-12

COMMONWEALTH OF MASSACHUSETTS
DISTRICT OF MASSACHUSETTS
CIVIL ACTION NO.: 05-CV-10879-JLT

KIMBERLY GENEREUX,

Plaintiff,

vs.

COLUMBIA SUSSEX CORPORATION,
ET AL,

Defendant.

DEPOSITION OF JOHN B. MCGOVERN, a witness called on behalf of the Plaintiff in the above-entitled cause, taken before Dawn Mack-Boaden, Notary Public in and for Commonwealth of Massachusetts, pursuant to the Massachusetts Rules of Civil Procedure, at the Law Offices of Mark F. Itzkowitz, 85 Devonshire Street, Boston, Massachusetts, on Monday, September 17, 2007, commencing at 10:05 a.m.

EYAL COURT REPORTING, INC., BOSTON, MA
(800) 322-3925

1 A. M-C-G-O-V-E-R-N.

2 Q. Mr. McGovern, you've been designated to
3 testify in response to a -- you've been designated
4 to testify on behalf of the Westin Corporations; is
5 that correct?

6 A. Yes.

7 Q. Okay. Are you also designated to testify
8 on behalf of Starwood?

9 A. Yeah.

10 Q. Okay. Great. Do you know how it was that
11 you were chosen to be the person to testify on
12 behalf of those corporations?

13 A. Yes.

14 Q. How is that?

15 A. I believe the first person, Mary Hynes, she
16 wasn't available; so they called me.

17 Q. Okay. And what was Mary Hynes' title?

18 A. What is it or what was it?

19 Q. I'm sorry, what is it?

20 A. Mary is the director of franchise
21 operations and services, I believe. Vice president.
22 Did I say that?

23 Q. No.

24 A. VP.

1 Q. Okay. And what is your title?

2 A. Currently?

3 Q. Please.

4 A. The vice president of Aloft and Element
5 Operations. A-L-O-F-T; and element, E-L-E-M-E-N-T,
6 operations.

7 Q. For whom?

8 A. Starwood Hotels.

9 Q. Have you ever testified before in a -- on
10 behalf of Westin or Starwood in a lawsuit?

11 A. Ten, 15 years ago, yes.

12 Q. And do you recall what it was that you
13 testified then?

14 A. I don't really. It was a hotel matter, and
15 it was -- the hotel was in Mississippi somewhere. I
16 don't remember.

17 Q. Okay. And was that the only time that you
18 had testified for them?

19 A. Yes.

20 Q. In the incident that you testified for 10
21 or 15 years ago, was that a matter that you were
22 involved with personally down in Mississippi?

23 A. No.

24 Q. Were you also designated by Starwood to

1 it became Starwood. And then I rejoined in -- I
2 think it was 2001 when I came back in my Boston
3 based job. Did I get that okay?

4 Q. Yeah; I'm going to go back over it with
5 you.

6 The jobs that you had before ITT Sheraton,
7 I take it, were --

8 A. Just --

9 Q. -- small filler jobs?

10 A. Yeah.

11 Q. And you said that you started with ITT
12 Sheraton in May of 1980?

13 A. Yes.

14 Q. That became Starwood?

15 A. That became Starwood in, roughly, September
16 of '98, I believe. Starwood bought Sheraton.

17 Q. What positions did you hold for ITT
18 Sheraton?

19 A. Between '80 and '98?

20 Q. Right.

21 A. I was the front desk clerk at the Sheraton
22 Boston.

23 Q. How long did you do that, approximately,
24 for?

1 A. A year and a half.

2 Q. So that would bring us about -- to about
3 November of '81?

4 A. Right. And from there, I went on to be a
5 management trainee with ITT Sheraton for probably
6 just over 12 months. It's a one-year course.

7 And then I was placed at the Sheraton New
8 York Hotel where I was the assistant front office
9 manager.

10 Q. Where is the Sheraton New York?

11 A. It's now the Omni Park Central. It was
12 sold. It was right on 7th Avenue across from
13 Symphony Hall. I don't remember the address.

14 Q. Okay. And how long did you work at the
15 Sheraton New York?

16 A. Roughly, two years.

17 Q. So that would cover the period from
18 November '82 to November '84; approximately?

19 A. Yes. And the hotel was sold. So they
20 transferred me to the Sheraton Salt Lake City Hotel
21 in Salt Lake City.

22 And I was the front office manager there
23 for approximately another -- probably a little over
24 two years; maybe two and a half years.

1 review of the material and encourage them to take
2 part.

3 Q. Okay. And, again, this is while you were
4 with ITT Sheraton; correct?

5 A. Correct.

6 Q. Okay. When you returned to Starwood after
7 that hiatus with Homestead Village and the MeriStar
8 hotels, you indicated you returned as the vice
9 president of operations for the New England region;
10 correct?

11 A. Correct.

12 Q. Were your responsibilities at that time for
13 Starwood the same as your responsibilities had been
14 for ITT Sheraton?

15 A. Very similar, yes.

16 Q. In what way did they differ?

17 A. We had a stronger focus on owner
18 relationships under Starwood than we did in the
19 previous under -- under ITT Sheraton.

20 Q. How do you mean a stronger focus?

21 A. We were more committed to eliminating poor
22 representation of the brand.

23 Q. When you say poor representation of the
24 brand, what are you referring to?

1 A. Hotels that didn't comply with the
2 particular brand standards that they were associated
3 with.

4 Q. And when you say eliminating, what do you
5 mean?

6 A. De-franchising.

7 Q. Okay. Let me just make sure I follow you.
8 If the hotel was not in compliance with the
9 standards required by Starwood, would Starwood be
10 more likely to terminate the franchise than ITT
11 Sheraton had been when you were vice president of
12 operations with ITT Sheraton?

13 A. I'd say, at that time, yes, we were more
14 focussed on de-franchising poor representation.

15 Q. Okay. You told me a few minutes ago that
16 when you were with ITT Sheraton as the vice
17 president of operations, that the standards of ITT
18 Sheraton were set out in a standards manual or
19 standards manuals that were provided to the
20 franchises?

21 A. Yes.

22 Q. Was that arrangement similar to -- strike
23 that.

24 Is that a similar arrangement with

Page 30

1 Starwoods; in other words, there were documents that
2 were handed to the Starwood's franchises telling
3 them what they had to be in compliance with?

4 A. Yes.

5 Q. Okay. And, again, is it among your
6 responsibilities now to ensure that the -- well,
7 strike that.

8 When you were vice president of franchised
9 operations for Starwood, was it among your
10 responsibilities to ensure that the franchises were
11 in compliance with those standards?

12 A. Yes.

13 Q. Okay. Let me just get a little bit more of
14 your background. I noticed you have a long history
15 in this industry.

16 You've mentioned that after you were vice
17 president of operations in the mid-Atlantic region,
18 your next position was transient sales manager with
19 Sheraton Boston; is that correct?

20 A. Yes.

21 Q. Did that take you out of the corporate
22 office, as it were, and put you in to a hotel
23 office?

24 A. Yes.

1 parking lot at the Sheraton in Atlanta set out as
2 part of the hotel standards or was that something
3 you were doing unique to that location?

4 A. It was unique to that location due to its
5 location.

6 Q. Okay. Was there any type of policy of the
7 Sheraton itself that in addition to the standards
8 that were set out for all hotels, as it were, that
9 there would be additional standards -- supplemental
10 standards or something of that nature -- to cover
11 individual hotels?

12 A. No.

13 Q. Was there any restriction on a hotel doing
14 more than what was set forth on the standards of the
15 Sheraton?

16 A. No.

17 Q. Okay. And when you were the manager of the
18 hotel in Atlanta, were there folks that came down to
19 check the compliance of your particular hotel?

20 A. Yes.

21 Q. And how did they do that?

22 A. A third-party company would come and do an
23 audit of the property.

24 MR. JOHNSON: And, again, we're talking

1 about the Sheraton in Atlanta?

2 MR. ITZKOWITZ: Correct; while he was
3 the manager there.

4 MR. JOHNSON: Okay.

5 BY MR. ITZKOWITZ:

6 Q. And who was the third-party company?

7 A. Lashner, Rush & Associates.

8 Q. And do you know what type of a company that
9 was?

10 A. A -- no. An auditing company.

11 Q. Were they auditing just the financial
12 matters related to the hotel?

13 A. No; they were auditing standards,
14 compliance, condition.

15 Q. Were you present at any of their audits?

16 A. Yes.

17 Q. And how did they actually conduct the
18 audits?

19 A. They would come in the night before and
20 utilize various areas of the hotel -- restaurant,
21 room service, telephone service, you know, check-in
22 -- and then they'd notify me the next day that they
23 were there.

24 And then we would take a tour of the hotel.

1 a large franchisee of multiple brands. So it was
2 great exposure to see how all the other companies
3 did it.

4 Q. What other companies did you see?

5 A. Holiday Inn, Intercontinental, Hilton,
6 Marriott; all of them.

7 Q. Okay.

8 A. As well as Starwood. MeriStar operated
9 some Starwood Hotels -- franchised.

10 Q. Is there a difference between Starwood and
11 Westin?

12 A. It's a different -- well, Westin is a brand
13 of a hotel, and Starwood is the name of the company
14 that owns Westin.

15 Q. Okay. So when you were -- when you
16 mentioned before that MeriStar franchised some
17 Starwood Hotels, were those actually Westin Hotels
18 that they were -- that they owned?

19 A. I think, at the time, they did have a
20 couple of Westin Hotels that they -- that were
21 franchised. They operated them under a license
22 agreement with Starwood.

23 Q. Okay. Is there a Starwood Hotel brand
24 name, as it were, similar to -- to Westin?

1 A. Meaning like a Starwood Hotel?

2 Q. Exactly.

3 A. No, sir.

4 Q. Okay. Are there any other brand names, for
5 lack of a better way of putting it, that Starwood
6 owns besides Westin?

7 A. Oh, yes.

8 Q. What other ones do they own?

9 A. They own Sheraton Hotels. They own Four
10 Points by Sheraton Hotels. They own St. Regis
11 Hotels. They own Le Meridien Hotels. They own a
12 group of hotels that we call the Luxury Collection.

13 Q. Is that the brand name of their hotels --

14 A. That's -- the Luxury Collection is a group
15 of hotels that are well known independent hotels,
16 like the Venetian, and you can either franchise
17 that, or some of those we own and operate.

18 Q. Okay. Are there any other brand names that
19 Starwood owns besides the ones you just mentioned?

20 A. Today we also are -- we don't have any bill
21 yet, but we also have the brand Aloft Hotels and
22 Element Hotels.

23 Q. Okay. In your current position as vice
24 president of Aloft and Element Operations, does that

1 Q. Are there -- is there any other owner of
2 the Westin brand?

3 A. Is there any other owner of the Westin
4 brand? No; Starwood owns the Westin brand.

5 Q. Okay. So, for example, if somebody wants
6 to operate a Westin Hotel, who would they go to if
7 they wanted to do that?

8 A. They'd go to Starwood.

9 Q. Okay. And so just to make sure I'm
10 following you, if -- in order to be able to use the
11 Westin name and use the standards that Westin is
12 known for, somebody who wanted to take advantage of
13 that name recognition would have to come to Starwood
14 to be able to operate such a hotel?

15 MR. JOHNSON: All these questions are as
16 of today?

17 MR. ITZKOWITZ: Yeah; why don't we do it
18 as of today.

19 THE WITNESS: Can you ask me the
20 question again.

21 BY MR. ITZKOWITZ:

22 Q. Sure. What I'm trying to determine is what
23 -- whether there's -- where the difference is, if
24 any, between Westin and Starwood.

1 A. Westin is a brand that Starwood owns.
2 There are some Westin Hotels that Starwood owns and
3 operates.

4 If you wanted to buy or build a hotel and
5 make it a Westin, you'd come to us and we'd see
6 about giving you a license to operate it; and that
7 would become a franchised Westin Hotel.

8 Q. Okay. Thank you. I appreciate that. Is
9 there any other corporation that you're aware of
10 that has the ability to license or franchise Westin
11 Hotels other than Starwood?

12 A. No.

13 Q. Okay. All right. And we talked about
14 various other hotels that Starwood owns.

15 When we say they own them, does that mean
16 that they also license and franchise the brand name;
17 so, for example, Sheraton or Four Points by
18 Sheraton?

19 A. Yes.

20 Q. Okay. And there are actually some Westin
21 Hotels that Starwood runs directly by itself?

22 A. Yes.

23 Q. And those would be the owned and managed
24 hotels that you talked about earlier?

1 A. Yes.

2 Q. All right. But those -- there are other
3 Westin Hotels that they don't own and manage, but
4 they will franchise out the name and the operational
5 requirements to whoever it is that they allow to
6 purchase the license; correct?

7 A. Correct.

8 Q. Great. Thank you. Are you familiar with
9 an organization known as Columbia Sussex
10 Corporation?

11 A. I know them.

12 Q. Okay. And what is your understanding of
13 what they do or what they are?

14 A. They are an owner and operator of hotels.

15 Q. Sort of similar to the way MeriStar owned
16 and operated different hotel brands?

17 A. Correct.

18 Q. Did they also own and operate Westin
19 Hotels; as far as you know?

20 A. Who?

21 Q. Columbia Sussex.

22 A. Yes.

23 Q. Okay. Is there any relationship that
24 you're aware of between Starwood and Columbia

1 any, the Westin Casuarina in the Cayman Islands
2 would be part of?

3 A. I believe it's Florida and the Caribbeans,
4 if that's the name of the region.

5 Q. Okay. Back when you were the director of
6 franchise operations at ITT Sheraton out of Atlanta
7 for the southeast region, did that region include
8 Florida?

9 A. No.

10 Q. Okay. And is the regional structure of
11 Starwood basically the same regional structure that
12 ITT Sheraton had?

13 A. Is the structure under Starwood the same as
14 it was under --

15 Q. The geographic regions, in other words.

16 A. Close. There might be some states that
17 went in different regions based on the number of
18 hotels in that region as we grew or shrunk,
19 whatever.

20 Q. Okay. In terms of Starwood's corporate
21 structure, as it were, is there a -- is there some
22 division or some department within Starwood that
23 handles security functions or loss prevention
24 functions?

1 A. No.

2 Q. Who handles security functions within
3 Starwood?

4 MR. JOHNSON: If anyone.

5 BY MR. ITZKOWITZ:

6 Q. Right; if anyone.

7 A. I don't know.

8 Q. To your knowledge, is there someone within
9 Starwood who prepares standards relating to security
10 matters at Star -- at Westin Hotels? Why don't we
11 stick to Westin.

12 A. One specific person that handles --

13 Q. Right; or one specific department that
14 handles it.

15 A. I'm sorry, let's start again. Can you ask
16 that again.

17 Q. Okay. Is -- and I apologize if this is
18 repetitive. I just want to make sure the question
19 is clearly out there.

20 To your knowledge, is there any one person
21 or one group of people within the Starwood
22 corporation that is responsible for preparing
23 standards relating to security matters for Westin
24 Hotels?

1 I just want to make sure I get my
2 terminology a little bit better than I think I have
3 it down.

4 Within Starwood, is there some type of
5 designation to sort of refer to the Westin Hotels as
6 opposed to other hotels that are owned by -- owned
7 or licensed by Starwood?

8 A. Any other designation?

9 Q. In other words, is it the Westin division,
10 the Westin department, the Westin brand, or
11 something like that?

12 A. Well, there's the Westin brand.

13 Q. All right. Within the Starwood Corporation
14 if you want to specify something related to Westin
15 and distinguish it from something related to, say,
16 Four Points, how would you refer to it?

17 A. It would be a standard for the Westin
18 brand.

19 Q. Okay. All right. Thank you. Is there
20 somebody within Starwood that oversees security for
21 all of the different brands that Starwood owns and
22 licenses?

23 A. No.

24 Q. And we talked about standards for the

1 Westin brand relating to security.

2 What I'm wondering is putting aside whoever
3 it may be that actually sets standards, is there,
4 within the Westin brand, somebody whose job it is to
5 oversee security within the Westin brand?

6 MR. JOHNSON: Objection. Because you
7 were talking about standards, and that seems
8 to imply that there's a standard within the
9 Westin brand that applies to security at a
10 hotel. And I don't think that's the
11 testimony.

12 MR. ITZKOWITZ: You know what, let me --
13 let me try to rephrase it. I apologize for
14 being confusing.

15 BY MR. ITZKOWITZ:

16 Q. Is there a standard that governs security
17 within the Westin brand; as far as you know?

18 A. No.

19 Q. Do you know why there is not a standard for
20 security within the Westin brand?

21 A. I think you need to define standard of
22 security.

23 We have standards that applies to smoke
24 detectors, sprinklers, you know, a placard behind

1 the guest room door that tells you what to do in
2 case of a fire; and those are all standards that
3 everybody has to have in a Westin Hotel.

4 Q. Okay. Does the Westin brand have a
5 standard, for example, relating to types of security
6 devices that have to be present in Westin Hotels?

7 A. Can you give me an example of a device?

8 Q. Sure. Closed circuit television.

9 A. No.

10 Q. How about panic alarms -- panic buttons?

11 A. No.

12 Q. Does the Westin brand have a standard
13 addressing security guards or security personnel?

14 A. No.

15 Q. Okay. Is there, to your knowledge, a
16 single individual or a single group of individuals
17 whose function is to review the Westin standards as
18 they relate to security matters to determine whether
19 the security matter -- security provisions are
20 adequate?

21 A. Any standards that affect the Westin Hotels
22 are done through the Westin brand team.

23 Q. Okay. And the brand team, as I understand
24 what you were testifying earlier, covers a wide

1 range of standards; correct?

2 A. Any Westin brand standard comes from the
3 Westin brand team.

4 Q. Okay. And that would include, for example,
5 things relating to the type of bedding that's used?

6 A. Correct.

7 Q. And the shampoos that are used in the
8 bathroom?

9 A. That's correct.

10 Q. Okay. You would apply to such things as
11 the number and types of lamps that are used --

12 A. That's correct.

13 Q. -- in the rooms? Okay. Do you know
14 whether, within the Westin brand team, there are
15 people who are sort of designated to deal with, say,
16 issues relating to furniture for use at Westins as
17 opposed to issues relating to check-in procedures?

18 A. There are people responsible for that, and
19 that's in the design team.

20 So you've got a Westin brand team and
21 you've got a Westin design team to get the look and
22 feel of what a Westin Hotel is supposed to be.

23 Q. Okay. Is there any other team besides the
24 design team, besides the brand team, that would be

1 concerned specifically with -- with matters related
2 to security?

3 A. No.

4 Q. Okay.

5 MR. JOHNSON: I'm going to object. That
6 makes it sound as though those two groups
7 are concerned with the issue of security.

8 I don't think that's the testimony, but
9 that's my objection.

10 MR. ITZKOWITZ: Okay.

11 BY MR. ITZKOWITZ:

12 Q. Do you know why there isn't such a team
13 designated to address security issues of the type we
14 were talking about earlier, such as types of
15 security devices or security controls?

16 A. Not. I guess they're all unique, and that
17 would be up to the people that operate the hotel.

18 Q. And as part of the corporate management,
19 though, do you have any knowledge as to why they
20 don't have a team specifically handling security?

21 A. For our owned and managed hotels?

22 Q. For the Westin brand as a whole, both owned
23 and managed and franchised.

24 A. Why they don't have somebody?

1 of individuals whose function was to design and
2 assure compliance with standards related
3 specifically to security?

4 MR. JOHNSON: Objection.

5 THE WITNESS: Possibly.

6 BY MR. ITZKOWITZ:

7 Q. And, you know, sort of from a corporate
8 perspective, I mean, wouldn't -- wouldn't it be fair
9 to assume that if there was an individual or a group
10 of individuals whose primary focus was to set
11 standards and assure compliance with standards
12 related to security that that would probably reduce
13 any losses or claims arising from security related
14 matters at Westin Hotels?

15 MR. JOHNSON: Objection. Go ahead.

16 THE WITNESS: I mean, that's why we have
17 the, you know, the double locks on the
18 doors, the electronic key cards, all the
19 things to make it safer; you know, how to
20 react in a fire. We have smoke detectors
21 and those types of things. Those are
22 standards.

23 BY MR. ITZKOWITZ:

24 Q. Okay. All right. Is there anybody within

Page 70

1 the Westin brand that is responsible for designing
2 security policies for the Westin brand as a whole?

3 A. No.

4 Q. Okay. Does Starwood use any outside
5 companies to review security items for the Westin
6 brand?

7 A. No.

8 Q. As far as you understand, do the individual
9 Westin Hotels set their own security policies?

10 MR. JOHNSON: Are you referring to
11 franchised hotels or owned and operated?

12 BY MR. ITZKOWITZ:

13 Q. Both. Both franchised and owned and
14 operated.

15 A. Okay. Can you say it again.

16 Q. Yeah. Do the individual Westin Hotels set
17 their own security standards?

18 A. Yes.

19 Q. Do you know how they do that?

20 A. No.

21 Q. Is there any guidance given by Starwood or
22 by the Westin brand within Starwood as to how to go
23 about establishing security policies at Westin
24 Hotels?

Page 71

1 A. We have some training materials that would
2 help you make suggestions towards things you would
3 want to think about security, perhaps.

4 Q. Okay. And what types of training materials
5 are they?

6 A. Maybe a standard alert saying -- I'm trying
7 to think of something specific. You know, I can't
8 think of anything specific.

9 But I know that there are documents of some
10 sort that would make suggestions on how you would
11 want to think about security.

12 Q. Okay. Do you know what types of matters
13 are addressed in these training materials?

14 A. I can't think of anything specific right
15 now.

16 Q. Okay. You mentioned earlier that there are
17 certain standards that apply that do address
18 security related functions, like the double locks on
19 the door and the evacuation plans that are put up on
20 the back of the door.

21 Do the individual hotels, either franchised
22 or owned and managed, have the authority to add
23 additional security provisions besides those that
24 are required specifically by the Westin standards?

1 A. Yes.

2 Q. Okay. So, for example, if I follow you
3 correctly, every single Westin Hotel has to have
4 double locks on the doors in accordance with the
5 standards; correct?

6 A. Correct.

7 Q. Okay. It doesn't matter whether it's a
8 franchised hotel or an owned and --

9 A. Correct.

10 Q. -- managed hotel?

11 A. It's a standard.

12 Q. And in addition to having the double locks
13 on the doors, if the hotel felt the need to add,
14 say, a security patrol, would they have the
15 authority to do that or do they have to go back to
16 Starwood to get permission?

17 A. No; they would do whatever they deemed
18 necessary.

19 Q. In addition to providing the written
20 training materials that you were talking about a
21 moment ago, does Starwood make available to Westin
22 Hotels any -- any body of experts or consultants
23 that handle security related functions?

24 A. No.

1 Q. Okay. Just as an example, there are
2 different sort of industry groups for the hotel and
3 motel industry that address security functions, like
4 Resort Security International or Hospitality Risk
5 Controls.

6 Do you know whether Starwood or the Westin
7 brand within Starwood have people who are members of
8 these organizations?

9 A. I don't know.

10 Q. Okay. Do you know if there's anybody that
11 Starwood requires to be a member of these
12 organizations as part of their job function?

13 A. No.

14 Q. No, they don't, or, no, you don't know?

15 A. I don't know.

16 Q. Is there anybody at Starwood or anybody
17 within the Westin brand that reviews the security
18 policies that the individual Westin Hotels design
19 for themselves?

20 A. No.

21 Q. Is there anybody within Starwood or within
22 the Westin brand of Starwood that is responsible for
23 providing training to the people who actually
24 operate Westin Hotels to make sure that they have

1 proper security training?

2 A. No.

3 Q. With respect to the security standards of
4 the type you mentioned before, like the double locks
5 and the evacuation card on the back of the door, is
6 there somebody from Starwood or from the Westin
7 brand within Starwood that actually goes out to make
8 sure that the individual hotels are in compliance
9 with those particular standards?

10 A. Yes.

11 Q. And do they do that through the type of
12 audit procedure that you were telling us about
13 earlier?

14 A. Yes.

15 Q. Now that -- now that Starwood, as opposed
16 to ITT Sheraton, is the licensor of the Westin
17 brand, has the identity of the folks that do the
18 audits changed?

19 A. Same people do the audits.

20 Q. Okay.

21 A. Lashner, Rush & Associates do the audits.

22 Q. Is Lashner, Rush & Associates a separate
23 company from Starwood?

24 A. Correct.

1 Q. Okay. In addition to the audits that are
2 done by Lashner, Rush & Associates, is there anybody
3 within Starwood itself that goes out on a periodic
4 basis to check compliance with the standards?

5 A. Yes.

6 Q. Who does that?

7 A. The director of operations.

8 Q. Is there a single director of operations at
9 Starwoods for all the different brands that
10 Starwoods owns and licenses or are there directors
11 of operations within each brand?

12 A. Both of those are no. There's a director
13 of operations in each region that would support
14 various brands.

15 Q. Okay. Thank you. Okay. Let me just make
16 sure I got this right.

17 In other words, there would be a regional
18 director of operations of Starwood who would go out
19 and check all the Starwood Hotels within that
20 region?

21 A. Correct.

22 Q. Okay. And those would be both the, for
23 example, the Westin brand that Starwood owns and the
24 Four Points Starwood owns?

1 A. Correct.

2 Q. Would the regional director of operations
3 also check the franchised hotels?

4 A. I'm sorry.

5 Q. Sure.

6 A. The regional director of operations would
7 support, within that region, the franchised hotels
8 of the various brands.

9 So there's a distinction between what that
10 director of franchise operations is overseeing.

11 Q. Okay. So the regional director of
12 operations is only looking at the franchised hotels
13 of Starwood within that region?

14 A. Yes.

15 Q. Okay. And the regional director of
16 operations is looking at all the different brands
17 that Starwood licenses within that region?

18 A. Yes.

19 Q. Okay. On those hotels that Starwood
20 actually owns and manages by itself, is there
21 somebody else that goes and checks compliance?

22 A. Yes.

23 Q. Who does that?

24 A. They fall under the same Lashner, Rush &

1 A. Those are all a little different, I mean,
2 based on the relationship.

3 If you're going there to support the hotel,
4 you know, some of the owners will charge you for the
5 room; some of the owners won't charge you for the
6 room.

7 Q. Okay.

8
9 (Whereupon, a break was taken in the
10 proceedings.)

11
12 BY MR. ITZKOWITZ:

13 Q. Mr. McGovern, in the time that you served
14 as vice president of franchise operations for
15 Starwood, had you ever designed a security policy
16 for any Westin Hotel?

17 A. No.

18 Q. Had you ever reviewed a security policy for
19 a Westin Hotel?

20 A. No.

21 Q. Is there -- do you know who the regional
22 director of operations for the Starwood territory
23 that covers the Cayman Islands is today?

24 A. Do I know where that person is today?

1 Starwood?

2 A. Yes.

3 Q. Okay. Do you know where her base of
4 operations is?

5 A. Orlando, Florida.

6 Q. Do you know whether Ms. Hynes-Talhouk had
7 ever developed security policies for any hotel
8 within her region?

9 A. No.

10 Q. No, she has not, or --

11 A. She hasn't.

12 Q. All right. So it's not part of the
13 responsibility of the regional manager to develop
14 hotel security policies?

15 A. It's not the responsibility of the director
16 of franchise operations to do that.

17 Q. Right. Okay. During the time that you
18 were the director -- the vice president of franchise
19 operations for the New England region for Starwood,
20 did you have somebody assigned to you whose primary
21 function was security?

22 A. No.

23 Q. Okay. And as far as you're aware, has
24 Ms. Hynes-Talhouk had anybody assigned to her --

1 A. No, I don't know.

2 Q. Do you know whether this is the kind of
3 information that Ms. Hynes-Talhouk would know?

4 A. No, I don't know.

5 Q. Is there anybody within the Starwood
6 organization or within the Westin brand portion of
7 the Starwood organization whose responsibility is to
8 make sure that the franchised hotels actually are
9 developing security policies?

10 A. No, there isn't.

11 Q. Do you know whether -- strike that.

12 Do you personally have any information
13 about the audits that were conducted of the Westin
14 Casuarina back before May of 2002?

15 A. No.

16 Q. Do you know whether Ms. Hynes-Talhouk would
17 have that information?

18 A. I'm sorry, what information again?

19 Q. How the audits had gone at the Westin
20 Casuarina in or before May of 2002.

21 A. The Lashner, Rush audits?

22 Q. Yes.

23 A. Yes; she would have that.

24 Q. Okay. You mentioned earlier that when you

1 A. Yes.

2 Q. Is it your understanding, though, that
3 notwithstanding what it says here, that Starwood is
4 the holder of the license?

5 MR. JOHNSON: Objection. You mean as of
6 now or back at the time this agreement was
7 implemented?

8 BY MR. ITZKOWITZ:

9 Q. Your understanding presently.

10 A. This is a license with Westin License
11 Company.

12 Q. Okay. And is it -- what is your
13 understanding of the relationship between Westin
14 License Company and Starwood?

15 A. Personally, I look at it as the same. I
16 mean, we own Westin, right. So as far as I'm
17 concerned, it's one company, one license. This
18 happens to be with the Westin brand.

19 Q. Okay.

20 A. I don't know if that makes sense.

21 Q. It does. Okay. And the licensee
22 identified on this is Galleon Beach Resort, Limited;
23 correct?

24 A. Correct.

1 Q. So that's the company that's actually going
2 to be operating the Westin franchise?

3 A. That's -- yes, that's correct.

4 Q. Okay. Do you have an understanding that
5 there's a different company that's actually
6 operating the Westin Casuarina in the Cayman Islands
7 other than the Galleon Beach Resort, Limited that's
8 identified here?

9 A. This says it's the Galleon Beach Resort,
10 Limited.

11 Q. Right. No; I understand that. What I'm
12 wondering is the same way you indicated a minute ago
13 that, in your own mind, Starwood and Westin
14 Licensing Company is basically the same, do you have
15 an understanding who's actually operating the Westin
16 Casuarina?

17 A. Before I saw this, I would say that it's
18 Columbia Sussex Hotel.

19 Q. Okay. All right. And what would have made
20 you say that?

21 A. I originally learned that -- through a
22 relationship with Columbia Sussex -- I supported one
23 of their hotels in New Jersey. They also owned and
24 operated the Sheraton Newark Airport Hotel.

1 Through a conversation, I believe -- I
2 couldn't tell you when -- that, you know, Columbia
3 Sussex had a hotel in the Cayman Islands and it was
4 the Westin Casuarina.

5 Q. Okay.

6 A. Mark, I want to clarify one thing on this.
7 When I said that I thought Westin was Starwood,
8 that's today. This was done before Westin was part
9 of Starwood. Does that clarify that for you?

10 Q. It does. This agreement is dated back in
11 1995; correct?

12 A. Yes.

13 Q. Okay. Do you know when Starwood took over
14 ownership of Westin?

15 A. It was just before Sheraton; so I'm going
16 to guess it was late '97, early '98.

17 Q. Okay. And is it your understanding that at
18 the time that Starwood took over Westin, they would
19 have picked up all the agreements that had existed
20 between Westin and the various franchisees?

21 MR. JOHNSON: Objection. Go ahead.

22 THE WITNESS: Yes.

23 MR. ITZKOWITZ: Okay. Let me mark this
24 as the next exhibit.

1 more time.

2 BY MR. ITZKOWITZ:

3 Q. Sure. Is that in accordance with your
4 understanding that Columbia Sussex owned or operated
5 the Westin Casuarina?

6 MR. JOHNSON: Objection.

7 THE WITNESS: Yes.

8 BY MR. ITZKOWITZ:

9 Q. Okay. Do you see anything on that web site
10 page that's been marked as Exhibit 2 that would tell
11 you that it was somebody other than Columbia Sussex
12 that either owned or operated the Westin Casuarina?

13 A. From what I'm looking at, no.

14 Q. Okay.

15 MR. ITZKOWITZ: Why don't we mark that
16 as Exhibit 3.

17

18 (Exhibit Number 3 was marked for
19 identification.)

20

21 BY MR. ITZKOWITZ:

22 Q. Let me hand you what we've marked now as
23 Exhibit 3.

24 Let me represent to you that Exhibit 3 is

1 compliant with that standard.

2 Q. Once you had received a copy of the audit
3 indicating that they were out of compliance with
4 this particular standard, was there anything that
5 you personally would do to make sure that they then
6 got in to compliance?

7 A. Any missing standard would show up on an
8 action plan that would then go back to the hotel
9 ownership management company to follow up on.

10 I would then follow up on my visit to say
11 have you corrected this in the action plan.

12 Q. Okay. What would -- what, if anything,
13 would you do if it turned out that they hadn't made
14 the correction in the action -- identified in the
15 action plan?

16 A. There would be potential meetings with the
17 management company or with the owner to drive
18 compliance.

19 Q. What do you mean to drive compliance?

20 A. To encourage them to meet the standards.

21 Q. Okay. Would you make up some type of
22 follow-up plan for yourself to go back and maintain
23 -- you know, go back and follow up with the hotel on
24 a periodic basis to ensure that they have met

1 compliance?

2 A. Yes. There would be periodic phone calls
3 and/or visits to the hotel to ensure compliance.

4 Q. Okay. And if, despite all your efforts,
5 the hotel remained out of compliance with the
6 standard, what then, if anything, would you do?

7 A. Okay. If they were out of compliance with
8 a standard, it would be handled much differently
9 than if they were out of compliance with several
10 standards.

11 Q. Okay.

12 A. Several -- out of compliance with several
13 standards would lead to a legal process outlined in
14 the license that could lead to termination.

15 For standards that were missed one off, for
16 example, would be dealt with by a face-to-face
17 meeting and asking them to meet the standard.

18 Q. Okay. If, for whatever reason, they were
19 just persistent in not complying with a particular
20 standard that was set by Westin, was there anything
21 that you would do to enforce compliance if it was
22 just a single standard other than what you've
23 explained to us?

24 A. That's a difficult question. Say, for

Page 116

1 instance, they didn't comply to the Westin Heavenly
2 Bed, we could take stronger action than if they
3 didn't comply to the right number of towels in the
4 room.

5 Q. Okay. And what would the reason for the
6 distinction be?

7 A. Well, the Heavenly Bed is a trademark of
8 Westin. It's an essential standard. All of our
9 guests sleep on Heavenly Beds versus if -- what is a
10 good example -- say they missed, you know, a point
11 in the check-in process -- they didn't use your name
12 three times -- that would be more of a reenforcement
13 of please meet the standard. Do this to train to
14 the standard. Is that clear?

15 Q. It is. And if I understand you correctly,
16 as the vice president of operations who was
17 responsible for ensuring compliance with the
18 standards, you have some measure of discretion as to
19 how serious you feel the violation of the standard
20 would be?

21 A. The brand would set up what standards were
22 essential to the brand.

23 Q. Okay.

24 A. No ifs, ands, or butts. You have to have

1 it.

2 Q. Okay.

3 A. The other standards we worked -- constantly
4 worked towards compliance.

5 Q. Okay. All right. But you didn't
6 necessarily disenfranchise the franchise owner if
7 they hadn't gotten into compliance despite your
8 efforts; is that correct?

9 A. Depending on what the standard was that
10 they missed, yes.

11 Q. Right. In other words, if it was not an
12 essential standard --

13 A. That's correct.

14 Q. Okay. And just so the record is clear
15 later when we look back on this, you used the term
16 Heavenly Bed several times.

17 That's actually a term of art for Westin
18 referring to a particular kind of bed; correct?

19 A. That's the name of the bed in the Westin
20 brand. It's called the Heavenly Bed. The shower is
21 called the Heavenly Shower. The Westin workout is
22 powered by Reebok.

23 Those are all brand essential standards for
24 the Westin brand.

1 BY MR. ITZKOWITZ:

2 Q. Mr. McGovern, let me hand you what we've
3 just marked as Exhibit 5.

4 Let me represent to you this particular
5 document is a page that's contained in the Columbia
6 Sussex Manager's Manual, and it identifies the --
7 this is a folio page for the Westin Casuarina Hotel
8 down in the Cayman Islands.

9 Can you take a look at the page and tell
10 us, just from your observation, whether that's in
11 compliance with the Westin Corporate Identity
12 Manual?

13 A. It doesn't look like it's in compliance.

14 Q. Okay. And why do you say that?

15 A. Because it's missing the name of the owner
16 on the bottom.

17 Q. Okay. All right. And so, again, if
18 somebody were to receive this particular document,
19 they wouldn't know, for example, whether this hotel
20 was owned by Westin or owned by Starwood or owned by
21 somebody else?

22 A. Not from this page, no.

23 Q. And the purpose of the identity
24 requirements is to make sure that a person would

1 depending on another -- there would be another
2 clause added somewhere that would further define
3 that.

4 This one seems to indicate that there would
5 only be the one Westin on the Cayman Islands or
6 perhaps whoever that licensee is could have several
7 Westins in that area of protection -- in that
8 license territory.

9 Q. Okay. In addition to the benefits that the
10 licensee gets from the system license agreement, am
11 I correct in understanding that they also take on
12 certain responsibilities under the terms of the
13 agreement?

14 A. The licensee?

15 Q. Yes.

16 A. Yes.

17 Q. Okay. And among those, they commit to
18 maintaining the Westin standard; is that correct?

19 A. Yes.

20 Q. And, essentially, to conforming their
21 styles to whatever the Westin standards are
22 determined to be?

23 A. Can you ask that in a different way.

24 Q. In other words, if -- well, you know what,

1 let me try something different, then.

2 In terms of maintaining the Westin
3 standards, am I correct in understanding that under
4 the system license agreement, the licensee agrees to
5 submit to inspection to determine whether they're in
6 conformity with the Westin standards?

7 A. Yes.

8 Q. Okay. Earlier today you told us that --
9 was it Lashman?

10 A. LRA.

11 Q. Thank you. LRA does an audit report, and
12 you told us who the different folks were that
13 received copies of the report.

14 When Starwood sends people to the hotel to
15 check for conformity with the standards, do copies
16 of their reports go to anybody?

17 A. When Starwood -- I'm sorry.

18 Q. Let me try it again.

19 A. Lashner, Rush does the quality audits.

20 Q. Right.

21 A. Okay.

22 Q. So let me back up. You had mentioned that
23 you would go out and visit the properties twice a
24 year; correct?

1 that apply?

2 BY MR. ITZKOWITZ:

3 Q. Yes. In other words, the statement --
4 well, let me rephrase it.

5 The statement that I read to you a moment
6 ago appears to be an acknowledgment by Westin of an
7 obligation to safeguard the wellbeing of guests,
8 patrons, associates, by providing reasonable
9 security. Would you agree with that?

10 A. Yes.

11 Q. Okay. Is it your understanding that
12 Starwood recognized the same obligation?

13 MR. JOHNSON: Again, objection, because
14 of the lack of distinction between owned and
15 operated hotels and franchised hotels.

16 THE WITNESS: I'm not sure of the
17 question, Mark.

18 BY MR. ITZKOWITZ:

19 Q. Okay. Let me try it again. In fact, let
20 me address John's question.

21 Did Starwood draw a distinction between
22 franchised hotels and Starwood owned and operated
23 hotels with respect to safeguarding the wellbeing of
24 hotel guests, patrons, and associates by providing

1 reasonable security?

2 A. No. I think that the statement is for both
3 franchised and owned and managed.

4 However, how the franchised operator meets
5 this criteria is, you know, that's up to them how
6 they provide reasonable security depending on their
7 location and their local jurisdictions, etc. That's
8 their responsibility.

9 Q. What did Starwood do -- and I'm saying
10 Starwood, but I'm referring to Westin Starwood.

11 A. The owned and managed. What did they do?

12 Q. What did Westin do to ensure that the
13 hotels were actually providing reasonable security?

14 A. For both owned and managed and franchised?

15 Q. Yes.

16 A. I mean, other than the property visits,
17 guest comments, and feedback, on the franchise side,
18 it was left to the operator to provide, you know,
19 reasonable security.

20 And on the owned and managed side, the
21 owned and managed team would follow up with the
22 owned and managed hotels to see that that was in
23 place?

24 Q. How would they follow up?

1 A. No; the security -- providing reasonable
2 security was the sole responsibility of the
3 operator.

4 Q. Okay. Let me just rephrase this a little
5 bit.

6 Putting aside the question of who was
7 responsible or not responsible, am I correct in
8 understanding, though, that there was nobody within
9 Westin -- the Westin brand of Starwood or within
10 Starwood that actually followed up with the
11 franchised hotels to find out what they were doing
12 with respect to providing security on site?

13 A. No. Or I don't know. Not that I know of.

14 Q. Okay. No, there was nobody that did that?

15 A. No.

16 Q. Okay. In that same introduction section,
17 there's a reference -- there are references to
18 additional resources of the topics in this section,
19 and it makes reference to a Westin Loss Control
20 Manual and then, separately, a Westin Security
21 Manual.

22 Are you familiar with those manuals?

23 A. No, I'm not.

24 Q. Does Starwood have any type of loss control

1 took place.)

2

3 BY MR. ITZKOWITZ:

4 Q. Okay. And just to go back a minute, if I
5 understand you correctly -- and, by all means,
6 again, please correct me if I'm wrong -- Starwood
7 and the Westin brand within Starwood do acknowledge
8 that there's an obligation to safeguard the
9 wellbeing of hotel guests, patrons, and associates
10 by providing reasonable security; is that correct?

11 A. Yes.

12 Q. Okay. Does that acknowledgment or that
13 obligation apply to all people who are lawfully on
14 hotel property?

15 MR. JOHNSON: Objection.

16 THE WITNESS: I would think so, yes.

17 BY MR. ITZKOWITZ:

18 Q. Okay. And, again, just to make the
19 question a little clearer.

20 If somebody, for example, was using the
21 restaurant in the hotel but wasn't actually
22 registered as a guest, would Starwood acknowledge an
23 obligation to provide for that person's safety?

24 A. Yes.

Page 202

1 Q. Okay. Or using the gift shop, for example,
2 in a hotel but not actually registered as a guest,
3 would that apply to them as well?

4 A. I would think so.

5 MR. JOHNSON: When you say would it
6 apply, you're talking about the statement in
7 the introduction?

8 MR. ITZKOWITZ: Yes, that's right.

9 BY MR. ITZKOWITZ:

10 Q. Okay. There's another document mentioned
11 on page III-3 in the last paragraph there. It
12 refers to an International Hospitality Safety Rating
13 System produced by Westin as a reference guide. Do
14 you see that?

15 A. I see that.

16 Q. Are you familiar with that document?

17 A. No.

18 Q. Do you know whether Starwood has any type
19 of document similar to what's described here?

20 A. In today's terms?

21 Q. Right.

22 A. I don't know.

23 Q. Okay.

24 MR. ITZKOWITZ: And, John, could you

1 Starwood had similar guidelines for responses to
2 emergencies that would have covered the time frames,
3 say, 2000 to 2002?

4 A. I would think so, yes.

5 Q. Okay. Did Starwood actually require that
6 the individual hotel set up some type of procedures
7 to handle these types of situations?

8 A. In our franchised hotels?

9 Q. In the franchised hotels, right.

10 A. Did we require it?

11 Q. Right.

12 A. No; not that I'm aware of.

13 Q. Do you know whether they were required for
14 the owned and managed hotels?

15 A. No, I don't know.

16 Q. Let me back you up a bit again, if I can.
17 Let me ask you to flip back to page I-20. That was
18 one we looked at a little bit earlier dealing with
19 adequate safety and security on the property.

20 Is there a requirement that you're aware of
21 that Starwood or the Westin brand impose upon their
22 franchised hotels to actually maintain the interior
23 and exterior areas of the hotel safe and secure?

24 A. A standard?

1 Q. Right.

2 A. Not that I'm aware of.

3 Q. Okay. And what I'm trying to figure out is
4 we had talked a little bit earlier about the kind of
5 standards that are in play at Westin brand hotels,
6 and we talked about things like the types of soap
7 that's in the bathroom and the type of bed that's
8 going to be in the hotel and furniture and whatnot.

9 Am I correct in understanding that there
10 actually are specific requirements from the Westin
11 brand that the hotel comply specifically with items
12 like the type of shampoo in the bathroom, but
13 there's no standard that a hotel even provide a safe
14 and secure premises?

15 A. Well, one is that, you know, we have a
16 standard based on compliance to what we want the
17 Westin brand to be.

18 When it comes to these guidelines on how to
19 operate the hotel, you know, we put this out as a
20 reference guide to help whoever it is that's
21 maintaining and operating the property to make sure
22 that these areas are covered.

23 So we are suggesting, through this
24 reference guide, that they have, you know,

1 evacuation plans and procedures to handle bomb
2 threats so that the management of the hotel can use
3 this as a guideline.

4 Q. I guess that's why I am confused. Because
5 it seems that, as I'm following what you're saying,
6 it's so important to the brand that the brand be
7 recognized as the kind of -- have the kind of
8 recognition that they want that they'll specify what
9 type of shampoo to put in the bathtub and, yet, you
10 would think that they would be no less interested in
11 making sure that the interior and exterior areas of
12 the hotels be safe and secure, and, yet, there's no
13 standard for that?

14 MR. JOHNSON: Objection.

15 THE WITNESS: There isn't a standard.
16 That would be up to, you know, the company
17 that's managing the hotel.

18 BY MR. ITZKOWITZ:

19 Q. Is there a standard that even requires,
20 sort of in broad terms, that the interior and
21 exterior areas of the hotel be kept safe and secure?

22 In other words, without saying do this, do
23 that, do the other thing, is there a standard,
24 though, that the interior and exterior areas of the

Page 208

1 misplaced and it was misplaced where the guest might
2 trip over it and now it's unsafe, that's up to the
3 day-to-day operation of the hotel to maintain it
4 through this reference guide to keep it in the order
5 to which it will be safe and secure.

6 Q. Okay. So if I am following you correctly
7 -- and, again, please correct me if I'm wrong --
8 even though this particular item about providing
9 adequate safety and security and that all interior
10 and exterior areas must be kept safe and secure
11 isn't categorized as a standard, nevertheless,
12 Westin Starwood do expect that the hotel will, in
13 fact, be kept safe and secure?

14 MR. JOHNSON: Objection.

15 THE WITNESS: Yes.

16 BY MR. ITZKOWITZ:

17 Q. Okay. And the mechanism for keeping the
18 hotel safe and secure is being left to the franchise
19 owner?

20 A. Owner/operator.

21 Q. Right. Owner/operator.

22 A. You could have an owner that's hired a
23 private management company that would be responsible
24 for the day-to-day operation of the hotel; and, in

Page 209

1 some cases, the owner may be running it himself or
2 herself.

3 Q. Okay. On page I-21, there's another
4 reference to safety and security at the very bottom
5 of that page. Do you see that?

6 A. Yes.

7 Q. Okay. And this one says: Adequate safety
8 and security precautions shall be taken in all areas
9 of the hotel.

10 Do you see that?

11 A. Yes.

12 Q. And, again, without calling that a
13 standard, that's an expectation that Starwood would
14 have; that all their Westin brand hotels would, in
15 fact, have adequate safety and security precautions?

16 A. Yes.

17 Q. There's a reference in that same section to
18 a safety and loss control section of the Westin
19 Quality Assurance Program Manual. Do you know what
20 that is?

21 A. I don't know. This was just -- due to the
22 date of this information, it's not a term that I'm
23 familiar with.

24 Q. Okay. Is there any type of safety and loss

Page 210

1 control document that you are aware of at the
2 franchised hotels?

3 A. No.

4 MR. ITZKOWITZ: And, again, John, if you
5 can just take a look and see if there is
6 such a document. We don't have it.

7 MR. JOHNSON: Yes.

8 BY MR. ITZKOWITZ:

9 Q. There's a provision a little further into
10 this document that's on page I-31. It actually
11 beginnings on page I-30.

12 A. Okay.

13 Q. There's a section that's captioned, Public
14 Restrooms, at the bottom of the page. See that?

15 A. Yes.

16 Q. And this one says that in addition to the
17 following standards, public restrooms are to comply
18 with what's listed in that paragraph. See what I'm
19 talking about?

20 A. Yes.

21 Q. And then it goes on on page I-31 to, again,
22 have a reference of safety and security?

23 A. Yes.

24 Q. And, again, this one says: Adequate

1 safety/security precautions must be taken in all
2 public restrooms. Do you see that?

3 A. Yes.

4 Q. Without categorizing that as a standard, am
5 I correct in understanding that that's a Starwood
6 expectation that adequate safety and security
7 precautions would be taken in all public restrooms
8 of Westin Hotels?

9 A. Yes.

10 Q. The last sentence of that particular
11 section says: Access to these areas by unauthorized
12 persons must be restricted. Do you see that?

13 A. Yes, I do.

14 Q. Does the use of the term "must" in that
15 particular sentence make it a standard for
16 franchised hotels?

17 A. No; it's not a standard.

18 Q. Okay. Is there an expectation, though,
19 that, in fact, access to public restrooms by
20 unauthorized persons would be restricted at Westin
21 Hotels?

22 A. I would think there would be an attempt to
23 keep people out.

24 For example, if there was a -- if you were

1 Q. If we were looking to get a comprehensive
2 list of what the Westin brand standards were, say,
3 in January of 2000, which is the date of this
4 particular document, would this be where we would
5 look to find those items?

6 A. Yes; this looks like a complete list.

7 Q. Okay. All right. And so if the auditors
8 from LRA were not using this particular document, it
9 would have been something that basically would have
10 had the same standards that they could sort of check
11 off as they went through to see whether the standard
12 was complied with or not?

13 A. Yes.

14 Q. Okay. And what you would get back would be
15 sort of a summary report, then, of what they had
16 observed and what they had concluded?

17 A. Yes.

18 Q. Okay. Let me just call your attention to a
19 couple of things here and there on this document.

20 Why don't you turn to page 77 of this
21 particular document, and right at the very top of
22 the page is an item that says: There's a minimum of
23 one agent visible at all times at the front desk.

24 Would that have been a Westin brand

1 standard, say, in January of 2000?

2 A. Yes.

3 Q. Okay. And so in the course of an audit of
4 the hotel, the LRA folks would be looking to see if
5 there was an agent visible at the front desk. And,
6 if there was, they would check compliant; and, if
7 there wasn't, they would check noncompliant?

8 A. Yes; if this was on the LRA audit list,
9 yes, they would. They would look for that and check
10 it. And I can't answer whether or not that was on
11 the list as one of the things that they checked for.

12 But, yes, you would either have a minimum
13 of one agent on the desk or you don't.

14 Q. Okay.

15 A. I mean, when they walk through the lobby or
16 when they came to check in.

17 Q. Okay. There's a provision on page 83 --
18 again, towards the top -- at the top of the page --
19 that says: Guest and patron security escorts.

20 Do you see that?

21 A. Yes.

22 Q. And it says: An escort to the automobile
23 or guest room is provided to anyone who requests the
24 service.

1 A. Yes.

2 Q. Am I correct in understanding that that was
3 a Westin brand standard, generally, in January of
4 2000?

5 A. It appears that way, yes, that there would
6 be someone available. If you ask for an escort to
7 your automobile, that one would be provided.

8 Q. Okay.

9 A. And a designated member of management, a
10 member of security, or an authorized employee of the
11 hotel provides the escort.

12 Q. Okay. Let me call your attention to page
13 73 of the document.

14 A. Okay.

15 Q. There's an item that's marked F.05.01.09
16 just above the bold heading for accident and loss
17 investigation. Do you see that?

18 A. Yes.

19 Q. It says: All garage associates follow all
20 safety, security, and loss control procedures and
21 policies.

22 A. Yes.

23 Q. That would be a -- would have been a Westin
24 brand standard in January of 2000?

1 A. Yes.

2 Q. Do you know what safety, security, and loss
3 control procedures and policies is referred to in
4 that item?

5 A. No, I don't.

6 Q. Would there have been a standard somewhere
7 that would have set out safety, security, and loss
8 control procedures and policies for garage
9 associates to follow?

10 A. It appears that there is, yes.

11 Q. Do you know whether that's contained in
12 this document or if it's somewhere else?

13 A. It would have to be somewhere else. This
14 is just clearly the standards --

15 Q. Okay.

16 A. What that loss -- security and loss control
17 policy -- procedure and policy looks like, I don't
18 know.

19 Q. Okay. In the section headed Accident and
20 Loss Prevention, there's a provision that says: A
21 member of the management staff is involved in guest
22 communication regarding incidents of loss or injury.

23 Do you see that?

24 A. Yes.

1 MR. JOHNSON: Where are you reading
2 from, Mark?

3 MR. ITZKOWITZ: That was the second item
4 under the accident and loss investigation on
5 page 73.

6 MR. JOHNSON: Yes. Thank you.

7 BY MR. ITZKOWITZ:

8 Q. Okay. Again, that would -- that would have
9 been a standard of the Westin in January of 2000?

10 A. Yes.

11 Q. When it says guest communication, do you
12 know what that is referring to?

13 A. I would assume that anything that involves
14 a guest, someone from management would be in
15 communication with them.

16 An example would be if you checked into a
17 hotel room and your watch was missing. So you'd
18 call down and say I think my watch has been stolen.

19 They'd respond. Perhaps the local police
20 would be called in. Someone from management would
21 say, Mark, we understand your watch has been stolen.
22 We're looking in to it. We'll keep you apprised.

23 Q. Okay. So as you understand it, the
24 reference is as to communication between the guest

1 and the hotel as opposed to between the hotel and
2 Starwood or Westin brand?

3 A. No; I see it between the hotel operator and
4 the guest that had the incident.

5 Q. Okay. And the next item, again, it says:
6 All activities are completed while displaying or
7 carrying a concerned attitude toward the guest of
8 patron.

9 That would have been a standard --

10 A. Yes.

11 Q. -- back in January of 2000?

12 A. Yes.

13 Q. On page 120 on the same document, there's a
14 bold heading that talks about exterior lighting.
15 It's about the middle of the page. Do you see that?

16 A. Yes.

17 Q. There's an item that starts, Hotel entrance
18 and exterior areas are well illuminated. Adequate
19 timing/sensing, quote, on/off, closed quote, device
20 is installed and working. Do you see that?

21 A. Yes.

22 Q. This was, again, a standard of Westin?

23 A. Yes.

24 Q. Did Westin require its hotels to have

1 timing devices on -- on exterior lights?

2 A. Not to my knowledge. I think if you did
3 have an area that -- if you had a huge parking lot
4 and the back part of it was never used and you want
5 to put a sensor on it to save some electricity, that
6 was an option you could use.

7 But I don't know that we ever had a
8 standard saying you had to use timers or sensors to
9 turn your lights on and off.

10 Q. Okay. I had asked you earlier today if
11 there were any more specific standards dealing with
12 security measures, and there is something that
13 appears on page 126.

14 I just want to make sure that this was a
15 standard of Westin back in January of 2000. On
16 public area doors, the second item -- and it's
17 towards the top of the page.

18 A. Okay. Yes.

19 Q. It says: Public area doors have locks that
20 are high grade and difficult to force.

21 Do you see that?

22 A. Yes.

23 Q. Okay. That would have been a standard?

24 A. Yes.

1 Q. Does that mean, since it was a standard,
2 that all Westin Hotels, whether franchised or owned
3 and operated, had to have high grade locks that are
4 difficult to force on public area doors?

5 A. Yes.

6 Q. Okay. And would public area doors have
7 included such things as public restroom doors?

8 A. Yes.

9 Q. Okay. On page 129 of the same document
10 there's a section about the middle -- maybe just
11 under the middle of the page. It talks about
12 restroom safety. Do you see that?

13 A. Yes.

14 Q. And there's one item in the section that
15 says: Appropriate safety signs are used in
16 conjunction with mopping.

17 Do you see that?

18 A. Yes. Appropriate safety signs are used in
19 conjunction with mopping, yes.

20 Q. Okay. That would have been the standard
21 back in January of 2000; right?

22 A. Yes.

23 Q. That appears to be the only item listed
24 under the category of restroom safety.

1 (Exhibit Number 10 was marked for
2 identification.)

3
4 THE WITNESS: Yes; this looks like --
5 Exhibit 10 looks like the document that
6 would be used to --

7 MR. JOHNSON: Wait until you're asked
8 the question.

9 THE WITNESS: I'm anticipating his next
10 question.

11 MR. JOHNSON: You're probably right.

12 BY MR. ITZKOWITZ:

13 Q. Okay. Does this appear to be the document
14 that listed the standards for Westin in January of
15 2001 for their fitness centers and pools?

16 A. Yes.

17 Q. And I apologize for handing you sort of
18 subsets, but there do appear to be items that seem
19 to carry over to different things.

20 On page 13 of the document at the very top,
21 there's an item that says: Public area doors have
22 locks that are high grade and difficult to force.

23 A. Yes.

24 Q. Okay. Was it your understanding that that

Page 232

1 was a standard for all public areas of Westin Hotels
2 in January of 2001?

3 A. Yes.

4 Q. Do you know if that standard was relaxed in
5 the following year?

6 A. I don't know.

7 Q. Would you have expected it --

8 A. I wouldn't expect it to be.

9 Q. Okay.

10 MR. ITZKOWITZ: Let's mark that as the
11 next one, please.

12

13 (Exhibit Number 11 was marked for
14 identification.)

15

16 BY MR. ITZKOWITZ:

17 Q. And, Mr. McGovern, we just handed you what
18 was marked as Exhibit 11, which is an item captioned
19 Westin Quality Assurance Program QAP-2001, guest
20 room, bathroom, and corridor checklist. Again, it's
21 with a revision date of January of 2001. Do you see
22 that?

23 A. Yes.

24 Q. Does that document set forth the standards

1 A. That's correct.

2 Q. Other than what you may have heard from
3 counsel, had you heard that, including
4 Ms. Genereux's incident, that there were three rapes
5 at the Westin Casuarina?

6 A. No.

7 Q. Had you ever heard about Starwood or Westin
8 making any requirements at the corporate level of
9 changes in security of franchised hotels?

10 MR. JOHNSON: Could you repeat that.

11

12 (The question was read back as follows:

13 "Had you ever heard about Starwood or Westin
14 making any requirements at the corporate
15 level of changes in security of franchised
16 hotels.")

17

18 MR. ITZKOWITZ: You know what, let me
19 rephrase that to make it clear.

20 BY MR. ITZKOWITZ:

21 Q. Are you aware of any situations where
22 Westin or Starwood required a franchised hotel to
23 change its security practices for any reason?

24 A. I'm not.

1 reporting requirements for the hotels that it
2 operated or owned and operated and managed,
3 including, for example, that there be quarterly
4 safety meetings among the staff analysis of loss;
5 that there would be periodic inspections and written
6 reports of those inspections, and training sessions
7 and reports of the training.

8 Am I correct in understanding that none of
9 those written documents were sent to the Westin
10 brand or to Starwood?

11 A. For the franchised hotel?

12 Q. Right; for the franchised hotels of
13 Columbia Sussex.

14 A. No.

15 MR. JOHNSON: That would be correct?

16 THE WITNESS: Correct.

17 BY MR. ITZKOWITZ:

18 Q. To your knowledge, had Starwood or any --
19 or the Westin brand within Starwood ever conducted
20 any type of an analysis of crime levels in the area
21 of a franchised hotel?

22 A. No. Of a franchised hotel; right?

23 Q. Right.

24 A. No.

1 Q. Do you know whether they conducted such an
2 analysis for owned and managed hotels?

3 A. I don't know.

4 Q. Do you know whether a crime analysis was
5 ever conducted for the Cayman Islands?

6 A. I don't know.

7 Q. Do you know whether the franchised hotels
8 that you had responsibility for as vice president
9 had conducted analysis of crime levels in the areas
10 of their hotels?

11 A. Not that I'm aware of.

12 Q. Okay. And I take it from that -- and
13 correct me if I'm wrong, please -- that you never
14 actually received a copy of any type of analysis of
15 an area crime level that had been done by any
16 franchised hotels?

17 A. No.

18 Q. Do you have any information, other than
19 what you may have learned from counsel, about the
20 rape of Kimberly Genereux?

21 A. No.

22 Q. Before you were designated to come into the
23 deposition, had you ever heard of the rape of
24 Kimberly Genereux?

1 After Starwood took over ITT Sheraton, are
2 you -- were there any hotels that Starwood actually
3 de-franchised?

4 A. Say that again.

5 Q. Yeah; let me rephrase that. Were there any
6 hotels, to your knowledge, that Starwood took away
7 the franchise from the owner because the hotel was
8 not in compliance with brand standards?

9 A. Yeah.

10 Q. Which hotels?

11 A. You want a list?

12 Q. Were there many?

13 A. Yes.

14 Q. Okay. Were there any Westin Hotels that
15 were de-franchised?

16 A. A Westin name doesn't come to mind. It
17 doesn't mean that there weren't any.

18 Most of the hotels that we de-franchised
19 were either Sheratons or Four Points by Sheraton
20 Hotel.

21 Q. Do you recall why it was that those hotels
22 were de-franchised -- the ones that you do recall?

23 A. They weren't compliant. They weren't in
24 good physical condition. They didn't meet

1 standards. They weren't compliant. They were in
2 poor condition physically, and they were bad
3 representations for the brand.

4 Q. When the hotels are de-franchised, what
5 happens to the hotel itself?

6 A. It would go and become another brand. It
7 would maybe not be a Sheraton anymore. It might
8 become, you know, a Ramada Hotel.

9 So they'd have to de-identify it, get all
10 the marks off the hotel, etc., give us back all
11 these manuals; and then they would convert to
12 another brand.

13 Q. In any of the hotels that you know to have
14 been de-franchised, were safety or security
15 considerations a factor in the hotel being
16 de-franchised?

17 A. No. It's all about living up to the
18 license agreement, to the standards, to the quality
19 audits, guest satisfaction scores. That's our way
20 of ending the agreement.

21 Q. Okay. But among the different items that
22 could have appeared in the audits or the guest
23 satisfaction scores, do you have a recollection of
24 whether any of those concerned security related

1 issues?

2 A. No.

3 Q. No, they didn't; or, no, you don't recall?

4 A. No, they didn't.

5 Q. Okay. And I apologize if I've asked you
6 this, but have you ever heard of any analysis
7 conducted by Starwood or by the Westin brand of
8 claims at the Westin Casuarina?

9 A. No, sir.

10 Q. And have you ever heard of any analysis
11 conducted by Starwood or by the Westin brand of
12 incidents that had occurred at the Westin Casuarina?

13 A. No.

14 Q. Okay. And am I correct in understanding,
15 from your answers today, that Mary Hynes-Talhouk, as
16 the person who had jurisdiction over the area in
17 which the Westin Casuarina was located, would have
18 greater familiarity with the hotel than you do?

19 A. I'm sorry, do I know if she would have had
20 greater --

21 Q. Yes.

22 A. She would have physically been at the
23 hotel. So she would have known what it looks like
24 and she would have known the people.

DIRECTORY OF HOTEL & LODGING COMPANIES



74TH EDITION

Published by the
American Hotel Association Directory Corporation
Established in 1886

Under the auspices of the
American Hotel & Lodging Association
Established in 1910

Jessica Lytle
Publisher/Editor

KEY TO LISTINGS

CAO	-	Chief Administrative Officer
CCO	-	Chief Creative Officer
CDO	-	Chief Development Officer
		Chief Design Officer
CEO	-	Chief Executive Officer
CFO	-	Chief Financial Officer
CIO	-	Chief Information Officer
		Chief Investment Officer
CMO	-	Chief Marketing Officer
COO	-	Chief Operations Officer
CQO	-	Chief Quality Officer
CTO	-	Chief Technology Officer
EVP	-	Executive Vice President
SVP	-	Senior Vice President
VP	-	Vice President
▲	-	Franchised Property

© 2005 American Hotel Association Directory Corporation
1201 New York Avenue, NW, #600 • Washington, DC 20005-3931
Telephone: 202-289-3142 (editorial) • Fax: 202-289-3158
Telephone: 800-344-3320 (sales) • Fax: 517-372-4104 (sales)
E-mail: directory@ahla.com • Web site: www.ahla.com

CODEV, INC.

PAUL CONKLE GM

ROB RIES, Director, Sales & Marketing

BETH SWFET, Director, Catering

JAMES CARDIFF, Manager, Purchasing

MARK COTTER, Banquet Manager & Director, Beverage

KRIS DRAKE, Manager, Reservations

KIMBER WADE, Manager, Front Desk

CHARLES WENDELL, Controller

NANCY FREELAND, Assistant, HR

Executive Offices: 4900 Sinclair Road

Columbus, OH 43229

Telephone: (614) 846-0300

FAX Number: (614) 847-1022

E-mail: meetings@ramadaplazacolumbus.com

Web site: www.ramadaplazacolumbus.com

Toll Free Reservation No.: (800) 2-RAMADA

PROPERTY	LOCATION	ROOMS
Ramada Plaza Hotel & Conf Ctr	Columbus, OH	264
Brands: Ramada Int'l Plaza		
Operates in the state of Ohio		
Domestic Properties 1/Rooms 264		
Total Number of Properties 1/Rooms 264		
Franchise & Management Company		
Year company was established: 1999		

COLONIAL HOLDINGS CORPORATION

STEPHEN COOPER, Exec. GM

JAN BRISSON-CLEAR, GM

Executive Offices: 1010 Herron Road

Dorval, QC H9S 1B3 Canada

Telephone: (514) 631-4537

FAX Number: (514) 631-1562

E-mail: info@travelodgemontreal.com

Web site: www.travelodgemontreal.com

Toll Free Reservation No.: (800) 461-4537

PROPERTY	LOCATION	ROOMS
INTERNATIONAL PROPERTIES		
Travelodge Aeroport Montreal	Dorval Airport, Canada	108
Brands: Travelodge		
Operates in Canada		
Non Domestic Properties 1/Rooms 108		
Total Number of Properties 1/Rooms 108		
Owning Company		

COLUMBIA SUSSEX CORPORATION

WILLIAM J. YUNG, President

J. STANLEY CLAYTON, VP, Operations

BRUCE RATHJE, Sales & Marketing

THOMAS DAY, Controller

LARRY DERINGER, HR

JOE RUWE, Purchasing

Executive Offices: 207 Grandview Drive

Fort Mitchell, KY 41017 2799

Telephone: (859) 578-1100

FAX Number: (859) 578-1190

PROPERTY	LOCATION	ROOMS
▲ Birmingham: Radisson	Birmingham, AL	298
▲ Marriott Hotel	Mobile, AL	250
▲ Marriott Hotel	Anchorage, AK	400
▲ Marriott Hotel Airport	Phoenix, AZ	350
J W Marriott Le Merigot	Santa Monica, CA	175

(Continued next column)

COLUMBIA SUSSEX CORPORATION—(Continued)

PROPERTY	LOCATION	ROOMS
▲ Best Western: Eastgate	Kissimmee, FL	403
▲ Radisson Inn	Lake Buena Vista, FL	200
▲ Crowne Plaza Orlando Airport	Orlando, FL	350
Marriott-Hutchinson Island Resort	Stuart, FL	285
▲ Crowne Plaza Hotel	Tampa, FL	269
▲ Marriott Hotel	Savannah, GA	385
▲ Holiday Inn: Glen Ellyn	Glen Ellyn, IL	120
▲ Holiday Inn Itasca	Itasca, IL	161
▲ Marriott Hotel	Evansville, IN	201
▲ Marriott Hotel	Indianapolis, IN	316
▲ Holiday Inn South Airport	Louisville, KY	405
▲ Marriott Hotel	Louisville, KY	255
▲ Marriott Hotel	Baton Rouge, LA	300
▲ Holiday Inn Crowne Plaza	Woburn, MA	349
▲ Crowne Plaza Detroit	Detroit, MI	350
▲ Marriott Hotel	East Lansing, MI	181
▲ Holiday Inn Southfield	Southfield, MI	417
▲ Marriott Hotel Minneapolis Airport	Bloomington, MN	475
▲ Fairfield Inn By Marriott	Greenville, MS	148
Greenville Inn	Greenville, MS	40
Horizon Casino	Vicksburg, MS	115
Tan-Tar-A Estates	Osage Beach, MO	558
Tan-Tar-A Resort	Osage Beach, MO	500
▲ Crowne Plaza Airport	Saint Louis, MO	353
Westin Hotel	Las Vegas, NV	825
River Palms	Laughlin, NV	1,000
Horizon Casino Resort	South Lake Tahoe, NV	539
▲ Sheraton Hotel Airport	Newark, NJ	501
▲ Marriott Hotel	Saddle Brook, NJ	245
▲ Islandia Marriott	Long Island, NY	280
▲ Marriott Hotel	Melville, NY	371
▲ Holiday Inn Rochester	Rochester, NY	250
▲ Marriott Hotel	Greensboro, NC	280
▲ Radisson Inn Airport	Cincinnati, OH	214
▲ Holiday Inn	Columbus, OH	150
▲ Holiday Inn North	Dayton, OH	252
▲ Holiday Inn	Lima, OH	150
▲ Holiday Inn South	Springfield, OH	150
▲ Holiday Inn Toledo	Toledo, OH	220
▲ Renaissance Philadelphia Airport	Philadelphia, PA	348
Marriott Resort	Myrtle Beach, SC	400
Marriott	Knoxville, TN	385
▲ Courtyard By Marriott	El Paso, TX	90
▲ Marriott Hotel	El Paso, TX	300
▲ Marriott Hotel Las Colinas	Irving, TX	365
▲ Marriott Hotel Airport	San Antonio, TX	300
▲ Holiday Inn	Richmond, VA	280
▲ Marriott Hotel	Richmond, VA	242
▲ Fairfield Inn By Marriott	Charleston, WV	135
▲ Holiday Inn Charleston House	Charleston, WV	256
▲ Super 8 Motel	Charleston, WV	160
▲ Marriott Hotel	Milwaukee, WI	284
INTERNATIONAL PROPERTIES		
▲ Radisson Suites	Winnipeg, Canada	160
Casuarina Beach Resort	Cayman Islands	350
Westin		
▲ Holiday Inn	Cayman Islands	230
Brands: Best Western; Courtyard; Crowne Plaza; Fairfield Inn; Holiday Inn; Marriott Hotels and Resorts; Radisson; Renaissance Hotels & Resorts; Sheraton Hotel; Super 8; Westin		
Operates in 27 states, 2 countries		
Domestic Properties 57/Rooms 17,581		
Non Domestic Properties 3/Rooms 740		
Total Number of Properties 60/Rooms 18,321		
Annual Gross Sales: \$800 million		
Franchise, Management & Owning Company		
Year company was established: 1972		

FOUR SEASONS HOTELS & RESORTS—(Continued)

PROPERTY	LOCATION	ROOMS
Four Seasons Hotel Tokyo	Tokyo, Japan	283
Four Seasons Tokyo @ Marunouchi	Tokyo, Japan	57
Four Seasons Amman	Amman, Jordan	193
Four Seasons Maldives @ Kuda Huraa	Kuda Huraa, Maldives	106
Four Seasons Mexico City	Mexico City, Mexico	240
Four Seasons Resort Punta Mita	Nayarit, Mexico	140
Four Seasons Hotel Ritz Lisbon	Lisbon, Portugal	282
Four Seasons Riyadh	Riyadh, Saudi Arabia	233
Four Seasons Hotel Singapore	Singapore, Singapore	254
Four Seasons The Regent Singapore	Singapore, Singapore	441
Four Seasons Resort Nevis	Charlestown, St Kitts & Nevis	196
Four Seasons Bangkok	Bangkok, Thailand	340
Four Seasons Chiang Mai	Chiang Mai, Thailand	80
Four Seasons Hotel Istanbul	Istanbul, Turkey	65
Four Seasons Canary Wharf	London, United Kingdom	142
Four Seasons Hotel London	London, United Kingdom	220
Four Seasons Resort Carmelo	Carmelo, Uruguay	44
Brands: Four Seasons		
Operates in 12 states and the District of Columbia	25 countries	
Domestic Properties 23/Rooms 6,773		
Non Domestic Properties 37/Rooms 8,300		
Total Number of Properties 60/Rooms 15,073		
Annual Gross Sales: 268,000,000		
Development & Management Company		
Year company was established: 1961		

FOUR SISTERS INNS

SHELLEY POST CLAUDEL, President
 JONI MASELLI, VP
 TAMARA REBELLO, Director, Marketing
 LIN MCMAHON, Director, Operations
 Executive Offices: P. O. Box 3073
 Monterey, CA 93942
 Telephone: (831) 649-0908
 (800) 234-1425
 FAX Number: (831) 649-4822
 E-mail: info@foursisters.com
 Web site: www.foursisters.com

PROPERTY	LOCATION	ROOMS
Cobblestone Inn	Carmel, CA	24
Blue Lantern Inn	Dana Point, CA	29
Blackbird Inn	Napa, CA	8
Gosby House Inn	Pacific Grove, CA	22
Green Gables Inn	Pacific Grove, CA	11
Inn At Sonoma	Sonoma, CA	19
Lavender	Yountville, CA	8
Maison Fleurie	Yountville, CA	13
Saratoga Inn	Langley, WA	15
Inn At Harbor Steps	Seattle, WA	28
Operates in 2 states		
Domestic Properties 10/Rooms 177		
Total Number of Properties 10/Rooms 177		
Annual Gross Sales: \$12 million		
Development, Management & Owning Company		
Year company was established: 1976		

▲ Franchised Property

G. P. HOSPITALITY GROUP, LLC

VINU PATEL, President
 CHRIS ELLIS, VP, Operations
 Executive Offices: 9459 State Route 14
 Streetsboro, OH 44241
 Telephone: (330) 422-1888
 FAX Number: (330) 422-0566
 E-mail: cellis@gpnhospitality.com
 Web site: www.ichotelsgroup.com
 Toll Free Reservation No.: (800) HOLIDAY

PROPERTY	LOCATION	ROOMS
Holiday Inn Express & Suites	Streetsboro, OH	72
Brands: Holiday Inn Express Hotel		
Operates in the state of Ohio		
Domestic Properties 1/Rooms 72		
Total Number of Properties 1/Rooms 72		
Annual Gross Sales: \$1.2 million		
Owning Company		
Year company was established: 1998		

G.S.M. HOTELS

MR. JOSE MANUEL MARTIN GONZALEZ, Marketing & Sales
 Manager
 Executive Offices: Santa Engracia-4
 Madrid 28010 Spain
 Telephone: +34913190607
 FAX Number: +34913195783
 E-mail: COMMERCIAL@GSMHOTELES.ES
 Web site: www.gsmhoteles.es
 Membership Company
 Year company was established: 1992

GAL-TEX HOTEL CORPORATION

ROBERT L. MOODY SR., Chairman
 EUGENE LUCAS, President
 MICHAEL RILEY, VP, Operations
 JOYCE DUNDEE, Corp. Secretary & Director, Purchasing
 DAN DICK, Treasurer
 Executive Offices: P. O. Box 59, 2302 Postoffice Street, Suite 500
 Galveston, TX 77553
 Telephone: (409) 763-8536
 FAX Number: (409) 763-5304
 E-mail: genelucas@1859historichotels.com
 Web site: www.1859historichotels.com

PROPERTY	LOCATION	ROOMS
Hotel Washington	Washington, DC	344
Ramada Inn	Kingsport, TN	193
Moody Gardens Hotel	Galveston, TX	425
Hilton Hobby Airport	Houston, TX	305
Holiday Inn NASA	Houston, TX	225
Holiday Inn North	Houston, TX	236
Holiday Inn Southwest	Houston, TX	244
Y O Ranch Hotel	Kerrville, TX	200
South Shore Harbour Resort Hotel	League City, TX	243
Menger Hotel	San Antonio, TX	320
The Crockett Hotel	San Antonio, TX	204
Mountain Lake Hotel	Pembroke, VA	100
Brands: Hilton; Holiday Inn; Ramada		
Operates in: 3 states and the District of Columbia		
Domestic Properties 12/Rooms 3,039		
Total Number of Properties 12/Rooms 3,039		
Management & Owning Company		
Year company was established: 1940		

STARHOTELS—(Continued)

PROPERTY	LOCATION	ROOMS
Starhotel Splendid Suisse	Venice, Italy	172
Operates in the state of New York, Italy		
Domestic Properties 1/Rooms 178		
Non Domestic Properties 19/Rooms 3,135		
Total Number of Properties 20/Rooms 3,313		
Owning Company		
Year company was established 1980		

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.

MR. STEVEN J. HEYER, CEO
 MR. BARRY S. STERNLICHT, Executive Chairman
 MR. ROBERT F. COTTER, President and COO
 MR. VASANT M. PRABHU, EVP, CFO
 MR. TED W. DARNALL, President, Real Estate Group
 MR. KENNETH S. SIEGEL, EVP, General Counsel and Secretary
 MR. NORMAN W. MACLEOD, EVP, Sheraton Hotels & Resorts
 MR. DAVID K. NORTON, EVP, HR
 MR. WILLIAM G. OATES, SVP & CIO
 MR. TOM CONOPHY, EVP & CTO
 MS. SUE A. BRUSH, SVP, Westin Hotels & Resorts
 MR. ROSS A. KLEIN, SVP, CMO - W Hotels
 MR. HOYT H. HARPER II, SVP, Four Points by Sheraton
 MR. T. DANIEL GIBSON, SVP, Corporate Affairs
 MR. RAYMOND L. GELLEIN JR., Chairman & CEO, Starwood Vacation Ownership, Inc.
 MR. OSVALDO V. LIBRIZZI, President, Latin America
 MR. M. GUEL KO, President, Asia-Pacific
 MR. ROELAND VOS, President, Europe, Africa, & Middle East
 MR. STEPHEN ALDEN, SVP, St. Regis & The Luxury Collection
 MR. GEOFF A. BALLOTT, President, North America
 Executive Offices: 111 Westchester Avenue
 White Plains, NY 10604
 Telephone: (914) 640-8100 (Corporate Office)
 FAX Number: (914) 640-8310 (Corporate Office Fax)
 E-mail: Dan.Gibson@starwoodhotels.com (Investor Relations)
 Web site: www.starwoodhotels.com
 Toll Free Reservation No.: (877) 443-4585

PROPERTY	LOCATION	ROOMS
FOUR POINTS		
▲ Four Points Huntsville Airport	Huntsville, AL	146
▲ Four Points Tuscaloosa	Tuscaloosa, AL	150
Four Points Capstone		
Four Points Barcelo MetroCtr	Phoenix, AZ	284
Four Points Tucson University Plaza	Tucson, AZ	150
▲ Four Points Bakersfield	Bakersfield, CA	198
Four Points Barcelo Culver City	Culver City, CA	199
▲ Four Points San Francisco Bay Bridge	Emeryville, CA	153
▲ Four Points Fresno	Fresno, CA	204
▲ Four Points Fullerton Anaheim	Fullerton, CA	251
▲ Four Points Los Angeles Intl Airport	Los Angeles, CA	564
Four Points Barcelo Monrovia	Monrovia, CA	149
▲ Four Points Pleasanton	Pleasanton, CA	214
Four Points Rancho Bernardo	Rancho Bernardo, CA	209
▲ Four Points San Diego	San Diego, CA	225
Four Points Barcelo Hotel San Rafael	San Rafael, CA	235
▲ Four Points Santa Monica	Santa Monica, CA	309
▲ Four Points Hti & Stes San Francisco Arprt	South San Francisco, CA	100
▲ Four Points Sunnyvale	Sunnyvale, CA	378

(Continued next column)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
▲ Four Points Harbortown Marina Resort	Ventura, CA	175
Four Points Barcelo Htl Denver University	Denver, CO	245
Four Points Denver Cherry Creek	Denver, CO	210
Four Points Denver Southeast	Denver, CO	475
▲ Four Points Meriden	Meriden, CT	150
▲ Four Points Norwalk	Norwalk, CT	127
▲ Four Points Washington Downtown	Washington, DC	265
▲ Four Points Destin Fort Walton Beach	Fort Walton Beach, FL	157
▲ Four Points Miami Beach	Miami Beach, FL	216
▲ Four Points Columbus Airport	Columbus, GA	177
▲ Four Points Chicago Midway Airport	Chicago, IL	157
▲ Four Points Fairview Heights	Fairview Heights, IL	120
Four Points Barcelo Oakbrook	Oakbrook Terrace, IL	228
▲ Four Points Rock Island	Rock Island, IL	175
▲ Four Points O'Hare International Airport	Schiller Park, IL	295
▲ Four Points Indianapolis East	Indianapolis, IN	190
▲ Four Points Des Moines	Des Moines, IA	140
▲ Four Points Des Moines North	Des Moines, IA	198
▲ Four Points Wichita Airport	Wichita, KS	200
Four Points Barcelo Lexington	Lexington, KY	174
▲ Four Points Louisville	Louisville, KY	101
▲ Four Points New Orleans Airport	Metairie, LA	220
▲ Four Points Bangor Airport	Bangor, ME	102
▲ Four Points Aberdeen	Aberdeen, MD	131
▲ Four Points BWI Airport	Baltimore, MD	201
Four Points Bethesda	Bethesda, MD	184
▲ Four Points Hagerstown	Hagerstown, MD	108
Four Points Barcelo Hotel Burlington	Burlington, MA	180
▲ Four Points Eastham Seashore Park	Eastham, MA	107
Four Points Hyannis Resort	Hyannis, MA	224
▲ Four Points Leominster Hotel & Conf Ctr	Leominster, MA	187
▲ Four Points Cent Ctr	Norwood, MA	103
▲ Four Points Boston Logan	Revere, MA	180
Four Points Barcelo Waltham	Waltham, MA	148
▲ Four Points Woburn	Woburn, MA	99
▲ Four Points Ann Arbor	Ann Arbor, MI	197
▲ Four Points Detroit Airport	Romulus, MI	173
▲ Four Points Saginaw	Saginaw, MI	156
▲ Four Points Hotel & Suites Detroit North	Warren, MI	126
Four Points Minneapolis Metrodome	Minneapolis, MN	252
▲ Four Points St Paul Capital Hotel	St Paul, MN	197
▲ Four Points St Louis West	Earth City, MO	185
Four Points Barcelo Kansas City	Kansas City, MO	241
▲ Four Points Manchester	Manchester, NH	120
Four Points Barcelo Newark Airport	Elizabeth, NJ	260
Four Points Barcelo Piscataway	Piscataway, NJ	206
▲ Four Points Buffalo Airport	Cheektowaga, NY	300
▲ Four Points Manhattan Chelsea	New York, NY	158
▲ Four Points Niagara Falls	Niagara Falls, NY	188
▲ Four Points Charlotte Uptown	Charlotte, NC	193
▲ Four Points Akron West Fairlawn	Akron, OH	91
▲ Four Points Canton Belden Village	Canton, OH	152
▲ Four Points Cincinnati	Cincinnati, OH	152

(Continued next page)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)
STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
W Hotel Lake Shore Drive Downtown	Chicago, IL	549
W Hotel French Quarter	New Orleans, LA	98
W Hotel New Orleans	New Orleans, LA	423
W Hotel Court & Tuscan New York	New York, NY	320
W Hotel New York	New York, NY	688
W Hotel New York Times Square	New York, NY	507
W Hotel Union Square	New York, NY	270
W Hotel Seattle	Seattle, WA	426
INTERNATIONAL PROPERTIES		
W Hotel Sydney	Woolloomooloo, Australia	104
W Hotel Montreal	Montreal, Canada	152
W Hotel Mexico City	Mexico City, Mexico	237
W Hotel Seoul Walkerhill	Seoul, South Korea	253
WESTIN		
Westin Kierland Resort & Spa	Scottsdale, AZ	732
Westin La Paloma	Tucson, AZ	487
Westin South Coast Plaza	Costa Mesa, CA	390
Westin Long Beach	Long Beach, CA	460
▲ Westin Bonaventure Hotel & Suites	Los Angeles, CA	1,354
Westin Century Plaza Hotel & Spa	Los Angeles, CA	726
Westin Los Angeles Airport	Los Angeles, CA	740
Westin San Francisco Airport	Milbrae, CA	393
▲ Westin Palo Alto	Palo Alto, CA	184
Westin Pasadena	Pasadena, CA	350
Westin Mission Hills Resort	Rancho Mirage, CA	512
Westin Horton Plaza San Diego	San Diego, CA	450
Westin St. Francis Union Square	San Francisco, CA	1,195
Westin Santa Clara	Santa Clara, CA	505
Westin Tabor Ctr.	Denver, CO	430
Westin Westminster	Westminster, CO	369
▲ Westin Stamford Hotel	Stamford, CT	462
Westin Embassy Row	Washington, DC	206
Westin Grand Washington	Washington, DC	263
Westin Fort Lauderdale	Fort Lauderdale, FL	293
Westin Diplomat Resort Hotel	Hollywood, FL	996
Westin Walt Disney World Swan	Lake Buena Vista, FL	758
▲ Westin Grand Bohemian	Orlando, FL	250
Westin Jekyll Creek Golf Resort	Palm Harbor, FL	607
Westin Atlanta North Perimeter	Atlanta, GA	369
Westin Buckhead	Atlanta, GA	365
Westin Peachtree Plaza	Atlanta, GA	1,068
▲ Westin Atlanta Airport	College Park, GA	495
Westin Savannah Harbor Golf Resort	Savannah, GA	403
Westin Maui	Lanai - Maui, HI	759
Westin Chicago River North	Chicago, IL	424
Westin Michigan Avenue	Chicago, IL	751
Westin O'Hare	Rosemont, IL	525
Westin Indianapolis	Indianapolis, IN	573
Westin Copley Place	Boston, MA	800
Westin Waltham Boston	Waltham, MA	346
Westin Detroit Metropolitan Airport	Detroit, MI	404
▲ Westin Southfield Detroit	Southfield, MI	387
Westin Crown Ctr.	Kansas City, MO	729
Westin St. Louis	St. Louis, MO	255
▲ Westin Casuarina Las Vegas Hill & Spa	Las Vegas, NV	825
Westin Princeton Forrestal Village Hotel	Princeton, NJ	294
Westin Essex House	New York, NY	605
Westin The New York @ Times Square	New York, NY	863

(Continued next column)

PROPERTY	LOCATION	ROOMS
Westin Charlotte	Charlotte, NC	700
Westin Cincinnati	Cincinnati, OH	450
▲ Westin Columbus	Columbus, OH	186
▲ Westin Oklahoma City	Oklahoma City, OK	395
Westin Portland	Portland, OR	205
Westin Philadelphia	Philadelphia, PA	290
Westin Conv. Ctr. Pittsburgh	Pittsburgh, PA	616
Westin Providence	Providence, RI	364
▲ Westin Ponnsett	Greenville, SC	200
Westin Resort Hilton Head	Hilton Head Island, SC	412
Westin City Ctr. Dallas	Dallas, TX	407
Westin Galleria	Dallas, TX	432
Westin Park Central	Dallas, TX	536
Westin Stonebriar Resort	Frisco, TX	301
Westin Galleria & Oaks	Houston, TX	893
Westin La Cantera Resort	San Antonio, TX	508
Westin Riverwalk	San Antonio, TX	473
Westin Seattle	Seattle, WA	891

INTERNATIONAL PROPERTIES

Westin Melbourne On Regent Place	Melbourne, Australia	262
Westin Sydney	Sydney, Australia	416
Westin @ Our Lucaya	Lucaya, Bahamas	735
Westin Calgary	Calgary, Canada	525
Westin Edmonton	Edmonton, Canada	413
▲ Westin Nova Scotia	Halifax, Canada	297
▲ Westin Prince Hotel	North York, Canada	384
Westin Ottawa	Ottawa, Canada	487
Westin Harbour Castle	Toronto, Canada	977
▲ Westin Resort & Spa Tremblant	Tremblant, Canada	126
Westin Bayshore Resort & Marina	Vancouver, Canada	510
▲ Westin Grand Hotel Vancouver	Vancouver, Canada	207
▲ Westin Resort & Spa Whistler	Whistler, Canada	400
▲ Westin Casuarina Resort	Grand Cayman, Cayman Islands	343
Westin Residences Shanghai	Shanghai, China	145
▲ Westin Shanghai	Shanghai, China	301
▲ Westin Taipei	Taipei, Taiwan, China	285
Westin Trianon Palace	Versailles, France	192
Westin Grand Hotel	Berlin, Germany	355
Westin Bellevue	Dresden, Germany	339
▲ Westin Hotel Leipzig	Leipzig, Germany	447
Westin Resort Guam	Tumon, Guam	436
▲ Westin Carrino Real	Guatemala City, Guatemala	271
▲ Westin Camino Real Tika	San Jose, Guatemala	72
Westin Nusa Dua Resort	Nusa Dua, Indonesia	353
Westin Dublin	Dublin, Ireland	163
▲ Westin Awaji Island Resort & Conf Ctr	Hyogo Prefecture, Japan	201
▲ Westin Nagoya Castle	Nagoya, Japan	229
▲ Westin Osaka	Osaka, Japan	304
Westin Tokyo	Tokyo, Japan	445
Westin Resort Macau	Illa De Coloane, Macau	208
Westin Kuala Lumpur	Kuala Lumpur, Malaysia	384
Westin Dragonara Resort	Saint Julian's, Malta	313
Westin Regina Resort	Cancun, Mexico	379
▲ Westin Soberano Chihuahua	Chihuahua, Mexico	204
Westin Regina Resort	Puerto Vallarta, Mexico	279
Westin Regina Golf & Beach Resort	San Jose Del Cabo, Mexico	243
▲ Westin San Luis Potosi	San Luis Potosi, Mexico	123
Westin Rotterdam	Rotterdam, Netherlands	231
▲ Westin Caesar Park Hotel	Panama City, Panama	491
Westin Philippine Plaza	Pasay City, Philippines	645
Westin Warsaw	Warsaw, Poland	361
▲ Westin Ocean Villas @ Rio Mar Beach	Rio Grande, Puerto Rico	94

(Continued next page)

▲ Franchised Property

DEVELOPMENT COMPANIES—(Continued)

White Lodging Services Corporation, p. 585
 Wilson Hotel Management Company, Inc., p. 587
 Windsor Hospitality Group, p. 587
 Winegardner & Hammons, Inc., p. 588
 Winston Hotels, Inc., p. 589
 Woodbine Development Corporation (Dallas), p. 589
 Woodfin Suite Hotels, LLC, p. 590
 Wright Hotels, Inc., p. 590
 Wright Investment Properties, Inc., p. 591
 Zarco Hotels, Inc., p. 594

FRANCHISE COMPANIES

A.H.M.I. - RES-HOTEL, p. 1
 Accor North America, p. 21
 Allen Management, Inc., p. 35
 Alliance Hospitality, p. 35
 Allied Hotel Properties Inc., p. 36
 American Property Management Corporation, p. 38
 AmericInn International, LLC, p. 39
 Andrews Hospitality, LLC, p. 42
 Atlantica Hotels International, p. 46
 Auberges Wandlyn Inns, p. 47
 Austria Hotels, p. 47
 Avista Hotels, Inc., p. 48
 Axar Hotels, p. 48
 Baymont Inn & Suites, p. 49
 Belvedere Hotels, Inc., p. 51
 BreakFree Resort Apartments, p. 99
 Brilyn, Inc., p. 99
 Budget Motels, Inc., p. 102
 Campbell Motel Properties, Inc., p. 104
 Carlson Hospitality Worldwide, p. 106
 Cendant Corporation, p. 117
 Central Group Management, LLC, p. 171
 Choice Hotels Canada, Inc., p. 174
 Choice Hotels International, Inc., p. 176
 Coast Hotels & Resorts Canada, p. 218
 Coast Hotels & Resorts USA, p. 219
 Coastal Inns, Inc., p. 219
 Codev, Inc., p. 220
 Columbia Sussex Corporation, p. 220
 Concord Enterprises Company Inc., p. 222
 Cooper Companies, p. 223
 Country Hearth Inns, p. 225
 Crown American Hotels, p. 228
 Daly Seven, Inc., p. 230
 Dan Emmett House Hotel Ltd. Partnership, p. 231
 Danubius Hotels Rt., p. 231
 DBG Enterprises, Inc., p. 233
 Dedeman Hotels & Resorts, p. 234
 Dellisart Lodging, p. 234
 Delta Hotel Group, L.P., p. 235
 Delta Hotels, p. 235
 Domina Hotels & Resorts, p. 237
 Dunn Hospitality Group, p. 241
 Dusit Hotels & Resorts, p. 241
 E. J. Del Monte Corporation, p. 242
 Executive Hotels & Resorts, p. 247
 Expotei Hospitality Services, LLC, p. 248

FRANCHISE COMPANIES—(Continued)

Fels Hotel Group, p. 252
 Fine Hotels Corp., p. 252
 Golden Tulip Hotels, Inns & Resorts, p. 262
 Golden Tulip Worldwide B.V., p. 263
 Good Hospitality Services, Inc., p. 266
 Grand Hotels International - Asia Pacific, p. 267
 GuestHouse International Franchise Systems, Inc., p. 269
 Gulph Creek Hotels, p. 270
 Hampton Inn & Suites SouthPark, p. 272
 Harmony Hospitality, Inc., p. 272
 Hegg Companies, Inc., p. 274
 Hess Hotels Group, p. 276
 Highgate Hotels, Inc., p. 278
 Hilton Hotels Corporation, p. 278
 Home-Towne Suites USA, Inc., p. 305
 Hospitality Group, Inc., p. 307
 Hospitality International, Inc., p. 308
 Hospitality Realty Services, p. 313
 Hospitality Specialists (HSI, Inc.), p. 313
 Hotel Development & Management, Inc., p. 316
 Hotelvest, Inc., p. 318
 HP Hotel Management Inc., p. 318
 IJS Enterprise, LLC, p. 330
 IMIC Hotels, p. 331
 Indiana Motel Developers, Inc., p. 331
 Innisfree Hotels, p. 332
 InnSuites Hospitality Trust, p. 335
 InterContinental Hotels Group, p. 336
 ItalJolly- Compagnia Italiana dei Jolly Hotels S.P.A., p. 387
 ITC Hotels, LTD., p. 388
 JHM Hotels, p. 390
 Key West Inns, Inc., p. 396
 Kipling Hospitality Enterprise Corporation, p. 397
 Kitchen Hospitality LLC, p. 397
 Konover Hotel Corporation, p. 398
 La Quinta Corporation, p. 399
 Lees Inns of America, Inc., p. 403
 Legacy Hotels & Resorts International, p. 404
 LodgeWorks, p. 406
 Lodgian, Inc., p. 407
 Maritim Hotelgesellschaft MBH, p. 414
 Marriott International, Inc., p. 415
 Masters Inns, p. 444
 McBride Associates, LLC, p. 445
 Mercure Hotel, p. 446
 Milestone Hospitality International, p. 448
 Millennium Management, Inc., p. 450
 Montclair Hotel Investors, Inc., p. 453
 Morrison Associates Management Services, Inc., p. 454
 New Castle Hotels & Resorts, p. 457
 Noble Hospitality, Inc., p. 459
 Northwest Country Inns, p. 460
 Northwest Hospitality Group, LLC, p. 460
 Oakbrook Hotels, Inc., p. 461
 Omni Hotels, p. 465
 Outrigger Lodging Services (OLS), p. 467
 Pacifica Companies- Pacifica Host Hotels, p. 468
 Packard Management Group, p. 469
 Pannonia Hotels, p. 470
 Park Lodge Hotel Group, p. 471

MANAGEMENT COMPANIES—(Continued)

Buffalo Lodging Associates, p. 103
 Cal-Vegas Ltd./ Best Value Inn Brand, p. 104
 Campbell Motel Properties, Inc., p. 104
 Capitol Hotel Group, Inc., p. 105
 Cardel Hotels, LC, p. 105
 Cardiff Hotels, p. 106
 Carlson Hospitality Worldwide, p. 106
 Carlton Hospitality Management Group, p. 116
 Castle Resorts & Hotels, p. 116
 Centennial Hotels Limited, p. 171
 Central Group Management, LLC, p. 171
 Century Hotel Management Company, p. 172
 Century International Hotels, p. 172
 Channel Hotels Limited, p. 172
 Charlestown Management Hotels, Inc., p. 172
 Charming Inns, Inc., p. 173
 Charter Hospitality Management, LLC, p. 173
 Charter One Hotels & Resorts, Inc., p. 173
 Chateau Apt. Properties, p. 173
 Chip Hospitality/Chip REIT, p. 173
 Chu Management Company, p. 215
 Citimark Hospitality, Inc., p. 215
 City Hotels, S.A., p. 215
 City Inn Limited, p. 215
 Classic Hotels and Resorts, p. 216
 Coakley & Williams Hotel Management Company, p. 218
 Coast Hotels & Resorts Canada, p. 218
 Coast Hotels & Resorts USA, p. 219
 Coastal Hotel Group, p. 219
 Codev, Inc., p. 220
 Columbia Sussex Corporation, p. 220
 Commercial Management Company, p. 221
 Commonwealth Hotels, Inc., p. 221
 Concord Enterprises Company Inc., p. 222
 Concord Hospitality Enterprises Company, p. 222
 Cooper Companies, p. 223
 Corcoran Jennison Hospitality Company, p. 223
 Corinthia Hotels International, p. 224
 Cornerstone Hospitality Group, Inc., p. 224
 Cornerstone Real Estate Advisers LLC, p. 224
 Courtrand-Dane Management Group, Inc., p. 226
 Cox Hotels, Inc., p. 226
 CP Management Company, p. 226
 Creative Hotel Associates, LLC, p. 226
 Creel Corporation, p. 227
 Crestline Hotels & Resorts, Inc., p. 227
 Crown American Hotels, p. 228
 Crown Hospitality Group, LLC, p. 229
 CSM Lodging, LLC, p. 229
 CWB Property Management, Inc., p. 229
 Dakota Hospitality Company, p. 230
 Dan Hotels Corporation, Ltd., p. 231
 Danubius Hotels Rt., p. 231
 David Holland's Resort Lodging/Conference Services, p. 232
 Davidson Hotel Company, p. 232
 Davis-Stewart Hospitality, LLC, p. 233
 DBG Enterprises, Inc., p. 233
 De Silva Properties, LLC, p. 233
 Decatur Hotels, LLC, p. 234
 Dedeman Hotels & Resorts, p. 234

MANAGEMENT COMPANIES—(Continued)

Dellisart Lodging, p. 234
 Delta Hotel Group, L.P., p. 235
 Delta Hotels, p. 235
 DePalma Hotel Corporation, p. 235
 Destination Hotels & Resorts, Inc., p. 236
 Diamond Hotels Inc., p. 236
 Dimension Development Company, Inc., p. 236
 Dimond Hospitality Services, Inc., p. 237
 Diplomat Hotels, p. 237
 Domina Hotels & Resorts, p. 237
 Dora Brothers Hospitality Corporation, p. 237
 Douglas Wilson Companies, p. 239
 Driftwood Hospitality Management, p. 239
 Drury Inns, Inc., p. 240
 Dunn Hospitality Group, p. 241
 Dusit Hotels & Resorts, p. 241
 East West Resorts- Beaver Creek/Vail, p. 242
 Eastern Shore Hospitality, LLC, p. 242
 Edmonds Motels, Inc., p. 243
 Elite Hospitality, Inc., p. 243
 Ellis Management Corporation, p. 244
 Emerald Hospitality Associates, Inc., p. 244
 Endeavor Hospitality Services Group, LLC, p. 244
 Enjoy Florida Hotels, p. 244
 Erin Hospitality Management, p. 246
 Essex Partners Inc., p. 246
 ETC Enterprises, Inc., p. 246
 Executive Hotels & Resorts, p. 247
 Exel Inns of America, Inc., p. 247
 Expotel Hospitality Services, LLC, p. 248
 Extended StayAmerica Efficiency Studios, p. 248
 Fairfield Resorts, p. 248
 Fairmont Hotels & Resorts, p. 249
 Fels Hotel Group, p. 252
 Fine Hotels Corp., p. 252
 First Carolina Management, Inc., p. 252
 First Hospitality Group, Inc., p. 253
 Fisher Hotels Group, Inc., p. 253
 Flag International Hotels, p. 254
 Flagstone Hospitality Management, LLC, p. 257
 Focus Hospitality Services, LLC, p. 257
 Forbes Hamilton Management Company, p. 258
 Four Seasons Hotels & Resorts, p. 258
 Four Sisters Inns, p. 259
 Gal-Tex Hotel Corporation, p. 259
 Gangelhoff Properties, p. 260
 Garf Enterprises, Inc., p. 260
 Garlin Hotels Corporation, p. 260
 Garot Hospitality, Inc., p. 260
 Gateway Hospitality, p. 260
 Gems of Barbados, p. 261
 General Hotels Corporation, p. 261
 GF Management, Inc., p. 261
 Gibson Hospitality LLC, p. 262
 Golden Tulip Hotels, Inns & Resorts, p. 262
 Golf Lodging, LLC, p. 266
 Good Hospitality Services, Inc., p. 266
 Grace Hospitality Group, p. 266
 Grand Hotels & Resorts Internationale, p. 267
 Grand Hotels International - Asia Pacific, p. 267

OWNING COMPANIES—(Continued)

Apple REIT Companies, p. 43
 Arlington Hospitality, Inc., p. 44
 Atlas Hotels, Inc., p. 47
 Atlantic Hotels and Resorts, p. 47
 Auberges Wandlyn Inns, p. 47
 Austria Hotels, p. 47
 Avista Hotels, Inc., p. 48
 Axar Hotels, p. 48
 B. F. SAUL COMPANY-HOTEL DIVISION, p. 49
 B.H.G. Hotels, p. 49
 Baymont Inn & Suites, p. 49
 Belville Hotel Company, Ltd., p. 51
 Belvedere Hotels, Inc., p. 51
 Bentley Beach Hotel/Charming Hotels, p. 52
 Bermed-en, Inc., p. 52
 Bijal Sonil, Inc., p. 95
 Bissell Hotels, Inc., p. 95
 Blair Hotels of Wyoming, p. 95
 Boca Raton Resort & Club, p. 96
 Boca Resorts, Inc., p. 96
 Boyd Gaming Corporation, p. 97
 Boykin Lodging Company, p. 97
 Boyne USA, p. 98
 Bradford Homesuites, p. 98
 Brandywine Valley Hospitality, LLC, p. 98
 Briggs Hospitality, p. 99
 Brielyn, Inc., p. 99
 Brothers Property Corporation, p. 100
 Broughton Hospitality Group, p. 100
 Brown County Hotels, p. 100
 Brown Motel Investments, Inc., p. 100
 Brutger Equities, Inc., p. 100
 Budget Motels, Inc., p. 102
 Budget, Inc., p. 102
 Caesars Entertainment, Inc., p. 103
 Cal-Vegas Ltd./ Best Value Inn Brand, p. 104
 Calpac Inc., p. 104
 Campbell Motel Properties, Inc., p. 104
 Capital Circle Hotel Company, p. 104
 Capital Hospitality Corporation, p. 104
 Capital Hotel Management, LLC, p. 105
 Capitol Hotel Group, Inc., p. 105
 Capitol Realty One, LLC, p. 105
 Cardel Hotels, LC, p. 105
 Carlstead Hotel Management, p. 116
 Castle & Cooke Resorts, LLC, p. 116
 Centennial Hotels Limited, p. 171
 Central Group Management, LLC, p. 171
 Champion Road Properties, Inc., p. 172
 Channel Hotels Limited, p. 172
 Charter One Hotels & Resorts, Inc., p. 173
 Chateau Apt. Properties, p. 173
 Chip Hospitality/Chip REIT, p. 173
 Chu Management Company, p. 215
 City Hotels, S.A., p. 215
 City Inn Limited, p. 215
 Classic Campus Inns, Ltd., p. 216
 Classic Hotels and Resorts, p. 216
 Classic Hotels of Connecticut, p. 216
 Coachman Inns of America, p. 218

OWNING COMPANIES—(Continued)

Coast Hotels & Resorts Canada, p. 218
 Coast Hotels & Resorts USA, p. 219
 Colonial Holdings Corporation, p. 220
 Columbia Sussex Corporation, p. 220
 Columbus Hotel Properties, LLC, p. 221
 Commercial Management Company, p. 221
 Commonwealth Hotels dba Hampshire House Hotel, LLC, p. 221
 Commonwealth Hotels, Inc., p. 221
 Concord Enterprises Company Inc., p. 222
 Concord Hospitality Enterprises Company, p. 222
 Connor/Jacobson Hotels, p. 223
 Continental Inns of America, p. 223
 Cooper Companies, p. 223
 Corcoran Jennison Hospitality Company, p. 223
 Corinthia Hotels International, p. 224
 Country Inn & Suites- SLC South Towne, p. 225
 Cox Hotels, Inc., p. 226
 CP Management Company, p. 226
 Creative Hotel Associates, LLC, p. 226
 Creel Corporation, p. 227
 Crestline Hotels & Resorts, Inc., p. 227
 Crow Holdings, p. 228
 Crown American Hotels, p. 228
 Crown Hospitality Group, LLC, p. 229
 CSM Lodging, LLC, p. 229
 D & D Realty, Inc., p. 230
 D.R.D. Hotel Corp., p. 230
 Daly Seven, Inc., p. 230
 Dan Emmett House Hotel Ltd. Partnership, p. 231
 Dan Hotels Corporation, Ltd., p. 231
 Danubius Hotels Rt., p. 231
 Davis Bros. Incorporated, p. 233
 Days Inn, Inc., p. 233
 DBG Enterprises, Inc., p. 233
 De Silva Properties, LLC, p. 233
 Decatur Hotels, LLC, p. 234
 Dedeman Hotels & Resorts, p. 234
 Deltisart Lodging, p. 234
 Delta Hotel Group, L.P., p. 235
 Diamond Hotels Inc., p. 236
 Diplomat Hotels, p. 237
 Domina Hotels & Resorts, p. 237
 Dora Brothers Hospitality Corporation, p. 237
 Dorint Aktiengesellschaft, p. 238
 Drury Inns, Inc., p. 240
 Dunn Hospitality Group, p. 241
 Dusit Hotels & Resorts, p. 241
 Duxton Hotels International, p. 242
 E. J. Del Monte Corporation, p. 242
 Eastern Motor Inns, Inc., p. 242
 Eastern Shore Hospitality, LLC, p. 242
 Eastupland Associates, p. 242
 Edmonds Motels, Inc., p. 243
 Electra Group of Hotels, p. 243
 Elite Hospitality, Inc., p. 243
 Emerald Hospitality Associates, Inc., p. 244
 Essex Partners Inc., p. 246
 Estwin Corporation, p. 246
 Exel Inns of America, Inc., p. 247

The following is a list of companies in order of total number of rooms indicated in the directory.

Company Name	Rooms	Properties	Company Name	Rooms	Properties
1. InterContinental Hotels Group	553,521	3660	67. Atlantica Hotels International	11,979	71
2. Cendant Corporation	527,697	6632	68. White Lodging Services Corporation	11,797	88
3. Marriott International, Inc.	492,840	2738	69. Janus Hotels & Resorts, Inc.	11,727	69
4. Choice Hotels International, Inc.	392,196	4740	70. WestCoast Hospitality Corporation	11,267	65
5. Hilton Hotels Corporation	370,676	2231	71. Fiesta Hotels & Resorts	10,964	39
6. Best Western International, Inc.	307,243	4011	72. Delta Hotels	10,907	36
7. Starwood Hotels & Resorts Worldwide, Inc.	227,772	734	73. Outrigger Enterprises, Inc.	10,756	42
8. Accor International	207,713	1680	74. Legacy Hotels Real Estate Investment Trust	10,740	24
9. Carlson Hospitality Worldwide	153,334	934	75. Thistle Hotels	10,734	56
10. Accor North America	139,542	1282	76. Maritim Hotelgesellschaft MBH	10,536	39
11. Supranational Hotels	93,867	707	77. Crestline Hotels & Resorts, Inc.	10,390	45
12. HVM L.L.C.	68,019	613	78. AmericInn International, LLC	10,254	194
13. La Quinta Corporation	63,375	572	79. Raffles Holdings	10,248	30
14. Hyatt Hotels Corporation	62,579	130	80. Cornerstone Hospitality Group, Inc.	10,003	32
15. Novotel Hotel Division	56,097	346	81. Cornerstone Real Estate Advisers LLC	10,003	32
16. Host Marriott	55,993	111	82. Remington Hotel Corporation	9,499	46
17. Interstate Hotels & Resorts	54,679	242	83. Danubius Hotels Rt.	9,471	70
18. iStar Financial	41,565	138	84. Pan Pacific Hotels and Resorts	9,411	24
19. FelCor Lodging Trust Incorporated	40,784	150	85. Treft Hotels	9,279	67
20. Extended StayAmerica Efficiency Studios	40,420	453	86. Ringhotels E.V	9,049	154
21. Wyndham International, Inc.	39,024	149	87. Grupo de Turismo Gaviota S.A.	9,010	34
22. Hospitality Properties Trust	37,014	273	88. Suburban Franchise Systems, Inc.	8,857	66
23. U.S. Franchise Systems, Inc.	36,712	474	89. Kempinski Hotels & Resorts	8,470	41
24. Historic Hotels of America	35,457	201	90. Innkeepers USA Trust	8,311	67
25. Rezidor SAS Hospitality	34,363	164	91. Sage Hospitality Resources, LLC	8,265	57
26. Mercure Hotel	34,314	535	92. Jurys Doyle Hotel Group PLC	8,249	37
27. A.H.M.I. - RES-HOTEL	34,308	178	93. Boykin Management Company	8,204	29
28. Prime Hospitality Corporation	33,584	256	94. RFS Hotel Investors, Inc.	8,190	57
29. CNL Hotels & Resorts, Inc.	32,459	134	95. Kitchin Hospitality LLC	8,186	125
30. Hyatt International Corporation	32,443	92	96. Protea Hotels	8,105	105
31. Golden Tulip Worldwide B.V.	28,786	258	97. GF Management, Inc.	8,104	37
32. Prince Hotels, Inc.	28,067	78	98. Flagstone Hospitality Management, LLC	8,103	55
33. MeriStar Hospitality Corporation	26,245	103	99. Winston Hotels, Inc.	8,065	56
34. Tharaldson Lodging	25,256	345	100. Movenpick Hotels & Resorts Management AG	7,969	41
35. Oakwood Worldwide	25,168	84	101. Loews Hotels	7,845	19
36. Preferred Hotels & Resorts Worldwide, Inc.	24,837	120	102. Tishman Hotel Corporation	7,779	14
37. Caesars Entertainment, Inc.	24,532	18	103. AFM Hospitality Corporation	7,747	89
38. Millennium & Copthorne Hotels PLC	24,068	88	104. Realstar Hotel Services Corp.	7,693	85
39. Choice Hotels Canada, Inc.	22,777	271	105. Mandarin Oriental Hotel Group	7,626	23
40. Shangri-La Hotels & Resorts	21,905	45	106. Chip Hospitality/Chip REIT	7,620	34
41. Fairmont Hotels & Resorts	21,625	44	107. Innkeepers Hospitality	7,520	58
42. Flag International Hotels	21,078	408	108. Crow Holdings	7,428	27
43. Mandalay Resort Group	20,406	7	109. Okura Hotels & Resorts	7,399	24
44. Baymont Inn & Suites	18,485	193	110. ItalJolly - Compagnia Italiana dei Jolly Hotels S.P.A.	7,299	44
45. The Ritz-Carlton Hotel Company	18,333	58	111. Swissotel Hotels & Resorts	7,254	23
46. Columbia Sussex Corporation	18,321	60	112. Boykin Lodging Company	7,209	24
47. MGM Mirage	17,787	6	113. Winegardner & Hammons, Inc.	7,195	30
48. Ocean Hospitality, Inc.	17,315	110	114. Wingate Inn	7,195	30
49. Dorint Aktiengesellschaft	16,780	108	115. Thayer Lodging Group, Inc.	7,114	21
50. Sol Melia	16,430	99	116. Golden Tulip Hotels, Inns & Resorts	7,019	45
51. Small Luxury Hotels of the World	16,260	309	117. Adam's Mark Hotels & Resorts	6,962	8
52. Lodgian, Inc.	15,857	85	118. Blue Tree Hotels	6,942	32
53. Royal Host	15,668	176	119. Kimpton Hotel & Restaurant Group, Inc.	6,940	37
54. Best Value Inn Hotel Group	15,246	272	120. Destination Hotels & Resorts, Inc.	6,902	35
55. Four Seasons Hotels & Resorts	15,073	60	121. Steigenberger Hotels & Resorts	6,630	42
56. Intown Suites	15,037	121	122. American Property Management Corporation	6,577	33
57. Sunstone Hotel Investors, Inc.	14,817	63	123. Concord Hospitality Enterprises Company	6,542	51
58. Omni Hotels	14,710	40	124. Swiss International Hotels & Resorts	6,527	60
59. John Q. Hammons Hotels, Inc.	14,535	60	125. Prism Hotels	6,397	35
60. Southern Sun Hotels	13,708	82	126. Restel Hotel Group	6,340	40
61. ANA Hotels International	13,125	41	127. Boyd Gaming Corporation	6,177	11
62. Equity Inns	12,942	104	128. MOA Hospitality, Inc.	6,168	75
63. Apple REIT Companies	12,764	103	129. Gaylord Hotels	6,101	4
64. Hospitality International, Inc.	12,687	259			
65. Drury Inns, Inc.	12,544	96			
66. Harrah's Entertainment, Inc.	12,181	21			

The following is a list of companies in order of total number of properties indicated in the directory.

Company Name	Properties	Rooms
1. Cendant Corporation	6,632	527,697
2. Choice Hotels International, Inc.	4,740	392,196
3. Best Western International, Inc.	4,011	307,243
4. InterContinental Hotels Group	3,660	553,521
5. Marriott International, Inc.	2,738	492,840
6. Hilton Hotels Corporation	2,231	370,676
7. Accor International	1,880	207,713
8. Accor North America	1,282	139,542
9. Vantis International Corporation	1,102	4,206
10. Carlson Hospitality Worldwide	934	153,334
11. Starwood Hotels & Resorts Worldwide, Inc.	734	227,772
12. Supranational Hotels	707	93,867
13. HVM L.L.C.	613	68,019
14. La Quinta Corporation	572	63,375
15. Mercure Hotel	535	34,314
16. U.S. Franchise Systems, Inc.	474	36,712
17. Extended StayAmerica Efficiency Studios	453	40,420
18. Flag International Hotels	408	21,078
19. Novotel Hotel Division	346	56,097
20. Tharaldson Lodging	345	25,256
21. Small Luxury Hotels of the World	309	16,260
22. Hospitality Properties Trust	273	37,014
23. Best Value Inn Hotel Group	272	15,246
24. Choice Hotels Canada, Inc.	271	22,777
25. Hospitality International, Inc.	259	12,687
26. Golden Tulip Worldwide B.V.	256	28,786
27. Prime Hospitality Corporation	256	33,584
28. Interstate Hotels & Resorts	242	54,679
29. Historic Hotels of America	201	35,457
30. Ameriinn International, LLC	194	10,254
31. Baymont Inn & Suites	193	18,485
32. A.H.M.I. - RES-HOTEL	178	34,308
33. Royal Host	176	15,668
34. Rezidor SAS Hospitality	164	34,363
35. Budget Host International	157	5,642
36. Ringhotels E.V.	154	9,049
37. FelCor Lodging Trust Incorporated	150	40,784
38. Wyndham International, Inc.	149	39,024
39. iStar Financial	138	41,565
40. CNL Hotels & Resorts, Inc.	134	32,459
41. Hyatt Hotels Corporation	130	62,579
42. Kitchen Hospitality LLC	125	8,186
43. Intown Suites	121	15,037
44. Preferred Hotels & Resorts Worldwide, Inc.	120	24,837
45. Host Marriott	111	55,993
46. Ocean Hospitality, Inc.	110	17,315
47. Dorint Aktiengesellschaft	108	16,780
48. Protea Hotels	105	8,105
49. Equity Inns	104	12,942
50. Apple REIT Companies	103	12,764
51. Minotel Suisse	103	3,137
52. MeriStar Hospitality Corporation	103	26,245
53. Jameson Inns	102	5,592
54. Sol Melia	99	16,430
55. Drury Inns, Inc.	96	12,544
56. Hyatt International Corporation	92	32,443
57. AFM Hospitality Corporation	89	7,747
58. Millennium & Copthorne Hotels PLC	88	24,068
59. Hostel Booking Center-SRM	88	2,225
60. White Lodging Services Corporation	88	11,797
61. Lodgian, Inc.	85	15,857
62. Realstar Hotel Services Corp.	85	7,693
63. Oakwood Worldwide	84	25,168
64. Southern Sun Hotels	82	13,708
65. Prince Hotels, Inc.	78	28,067
66. MOA Hospitality, Inc.	75	6,168

Company Name	Properties	Rooms
67. Fairfield Resorts	73	0
68. Atlantica Hotels International	71	11,979
69. Danubius Hotels Rt	70	9,471
70. Humphrey Hospitality Trust, Inc.	69	4,727
71. Janus Hotels & Resorts, Inc.	69	11,727
72. GuestHouse International Franchise Systems, Inc.	69	5,102
73. Treff Hotels	67	9,279
74. Innkeepers USA Trust	67	8,311
75. Suburban Franchise Systems, Inc.	66	8,857
76. WestCoast Hospitality Corporation	65	11,267
77. Sunstone Hotel Investors, Inc.	63	14,817
78. Country Hearth Inns	61	3,779
79. Columbia Sussex Corporation	60	18,321
80. John Q. Hammons Hotels, Inc.	60	14,535
81. Four Seasons Hotels & Resorts	60	15,073
82. Swiss International Hotels & Resorts	60	6,527
83. The Ritz-Carlton Hotel Company	58	18,333
84. Innkeepers Hospitality	58	7,520
85. RFS Hotel Investors, Inc.	57	8,190
86. ITC Hotels, LTD.	57	5,073
87. Sage Hospitality Resources, LLC	57	8,265
88. Thistle Hotels	56	10,734
89. Winston Hotels, Inc.	56	8,065
90. Flagstone Hospitality Management, LLC	55	8,103
91. The Summit Group, Inc.	52	4,241
92. Arlington Hospitality, Inc.	51	3,670
93. Concord Hospitality Enterprises Company	51	6,542
94. Remington Hotel Corporation	46	9,499
95. Crestline Hotels & Resorts, Inc.	45	10,390
96. Golden Tulip Hotels, Inns & Resorts	45	7,019
97. Shangri-La Hotels & Resorts	45	21,905
98. ItalJolly- Compagnia Italiana dei Jolly Hotels S.P.A.	44	7,299
99. Fairmont Hotels & Resorts	44	21,625
100. Concord Enterprises Company Inc	43	5,442
101. Shilo Management Corporation	43	4,731
102. Vista Host, Inc.	42	4,903
103. Alliance Hospitality Management LLC	42	5,844
104. Outrigger Enterprises, Inc.	42	10,756
105. Steigenberger Hotels & Resorts	42	6,630
106. Ampak Group	41	5,828
107. ANA Hotels International	41	13,125
108. Kempinski Hotels & Resorts	41	8,470
109. Movenpick Hotels & Resorts Management AG	41	7,869
110. Vagabond Franchise System, Inc.	41	3,256
111. Restel Hotel Group	40	6,340
112. Omni Hotels	40	14,710
113. Domina Hotels & Resorts	39	5,218
114. Maritim Hotelgesellschaft MBH	39	10,536
115. Fiesta Hotels & Resorts	39	10,964
116. McKibbin Hotel Management, Inc.	39	3,948
117. Delta Hotels	38	10,907
118. Kimpton Hotel & Restaurant Group, Inc.	37	6,940
119. Jurys Doyle Hotel Group PLC	37	8,249
120. GF Management, Inc.	37	8,104
121. LodgeWorks	36	4,346
122. Dady Seven, Inc.	35	3,400
123. Destination Hotels & Resorts, Inc.	35	6,902
124. Aston Hotels & Resorts	35	6,007
125. HHC, LLC	35	3,996
126. Prism Hotels	35	6,397
127. CSM Lodging, LLC	34	4,781
128. BreakFree Resort Apartments	34	2,658
129. Chip Hospitality/Chip REIT	34	7,620

Canada

Accent Inns, p. 3
 Accor North America, p. 21
 Allied Hotel Properties Inc., p. 36
 American Motels Acquisition Company, p. 38
 Aston Hotels & Resorts, p. 45
 Atifio Hotels and Resorts, p. 47
 Best Value Inn Hotel Group, p. 52
 Best Western International, Inc., p. 55
 Buena Vista Hospitality Group, p. 103
 Caesars Entertainment, Inc., p. 103
 Carlson Hospitality Worldwide, p. 106
 Cendant Corporation, p. 117
 Chip Hospitality/Chip REIT, p. 173
 CNL Hotels & Resorts, Inc., p. 216
 Coastal Inns, Inc., p. 219
 Columbia Sussex Corporation, p. 220
 Concord Enterprises Company Inc., p. 222
 Cornerstone Real Estate Advisers LLC, p. 224
 Crow Holdings, p. 228
 Delta Hotels, p. 235
 Diamond Hotels Inc., p. 236
 Executive Hotels & Resorts, p. 247
 Fairmont Hotels & Resorts, p. 249
 FelCor Lodging Trust Incorporated, p. 250
 Four Seasons Hotels & Resorts, p. 258
 Glacier National Park Hotels, p. 262
 Golden Tulip Worldwide B.V., p. 263
 Gordon Hotels & Motor Inns Ltd., p. 266
 Grand Hotels & Resorts Internationale, p. 267
 Highgate Hotels, Inc., p. 278
 Hilton Hotels Corporation, p. 278
 Historic Hotels of America, p. 302
 Hospitality International, Inc., p. 308
 Hyatt Hotels Corporation, p. 328
 InterContinental Hotels Group, p. 336
 Interstate Hotels & Resorts, p. 382
 Keddy's Hotels and Inns, p. 393
 Kimpton Hotel & Restaurant Group, Inc., p. 396
 La Quinta Corporation, p. 399
 Langham Hotels International, p. 401
 Legacy Hotels Real Estate Investment Trust, p. 404
 Maritime Inns & Resorts, p. 414
 Marriott International, Inc., p. 415
 Metropolitan Hotels, p. 447
 New Castle Hotels & Resorts, p. 457
 Northwest Country Inns, p. 460
 Ocean Hospitality, Inc., p. 463
 Omni Hotels, p. 465
 Pan Pacific Hotels and Resorts, p. 469
 Preferred Hotels & Resorts Worldwide, Inc., p. 476
 Prime Hospitality Corporation, p. 479
 Prince Hotels, Inc., p. 482
 Realstar Hotel Services Corp., p. 488
 Rodd Hotels & Resorts, p. 498
 Royal Host, p. 499
 Sandman Hotels, Inns & Suites, p. 503
 Shell Hospitality, Inc., p. 509
 Small Luxury Hotels of the World, p. 512
 Someplace(s) Different, p. 516
 Starwood Hotels & Resorts Worldwide, Inc., p. 522
 The Sutton Place Grande Hotels Group, p. 554
 U.S. Franchise Systems, Inc., p. 562

Canada—(Continued)

U.S. Franchise Systems, Inc., p. 562
 Urgo Hotels, p. 569
 Vantis International Corporation, p. 571
 Westmark Hotels, p. 584
 Wyndham International, Inc., p. 591

Cayman Islands

Choice Hotels International, Inc., p. 176
 Columbia Sussex Corporation, p. 220
 Hyatt Hotels Corporation, p. 328
 Marriott International, Inc., p. 415
 Prism Hotels, p. 463
 Starwood Hotels & Resorts Worldwide, Inc., p. 522
 Wyndham International, Inc., p. 591

Chad

Accor International, p. 3

Chile

A.H.M.I. - RES-HOTEL, p. 1
 Best Western International, Inc., p. 55
 Carlson Hospitality Worldwide, p. 106
 Carlson Hospitality Worldwide, p. 106
 Choice Hotels International, Inc., p. 176
 Golden Tulip Worldwide B.V., p. 263
 Hyatt International Corporation, p. 329
 InterContinental Hotels Group, p. 336
 Marriott International, Inc., p. 415
 Marriott International, Inc., p. 415
 Small Luxury Hotels of the World, p. 512
 Starwood Hotels & Resorts Worldwide, Inc., p. 522
 Supranational Hotels, p. 538
 Vantis International Corporation, p. 571

China

Accor International, p. 3
 ANA Hotels International, p. 42
 Carlson Hospitality Worldwide, p. 106
 Cendant Corporation, p. 117
 Cendant Corporation, p. 117
 Choice Hotels International, Inc., p. 176
 Four Seasons Hotels & Resorts, p. 258
 Hilton Hotels Corporation, p. 278
 Hyatt International Corporation, p. 329
 InterContinental Hotels Group, p. 336
 Kempinski Hotels & Resorts, p. 394
 Langham Hotels International, p. 401
 Mandarin Oriental Hotel Group, p. 412
 Marriott International, Inc., p. 415
 Millennium & Copthorne Hotels PLC, p. 449
 Oakwood Worldwide, p. 462
 Okura Hotels & Resorts, p. 464
 Pan Pacific Hotels and Resorts, p. 469
 Park Lane Hotels International, p. 471
 Prince Hotels, Inc., p. 482
 Raffles Holdings, p. 487
 Rezidor SAS Hospitality, p. 492

TownePlace Suites—(Continued)

CNL Hotels & Resorts, Inc., p. 216
 CSM Lodging, LLC, p. 229
 First Hospitality Group, Inc., p. 253
 Flagstone Hospitality Management, LLC, p. 257
 Hospitality Properties Trust, p. 311
 Hospitality Specialists (HSI, Inc.), p. 313
 Innkeepers USA Trust, p. 333
 Larry Blumberg & Associates, Inc., p. 402
 LTD Management Company, LLC, p. 410
 Marriott International, Inc., p. 415
 McKibbin Hotel Management, Inc., p. 445
 Muselman Hotels, p. 456
 RFS Hotel Investors, Inc., p. 494
 Sage Hospitality Resources, LLC, p. 502
 Sivica Hospitality, p. 511
 SREE Hotels, LLC, p. 520
 Tharaldson Lodging, p. 545
 The Summit Group, Inc., p. 553
 Thompson Hospitality, p. 555
 Vista Host, Inc., p. 580

Traders Hotel

Shangri-La Hotels & Resorts, p. 507

Travelers Inn

H. I. Development Corp., p. 271

Travelodge

Akshar Management, Inc., p. 33
 Alfa Hoteliers, Inc., p. 34
 All Florida Hospitality Management, Inc., p. 34
 Carlton Hospitality Management Group, p. 116
 Cendant Corporation, p. 117
 Colonial Holdings Corporation, p. 220
 Harmony Hospitality, Inc., p. 272
 Heartland Hotel Corporation, p. 274
 Janus Hotels & Resorts, Inc., p. 389
 Marshall Management, Inc., p. 443
 MOA Hospitality, Inc., p. 452
 Ocean Hospitality, Inc., p. 463
 Preferred Hotel Management Corporation, p. 475
 Preferred Lodging Systems, Inc., p. 477
 Professional Hospitality Resources, Inc., p. 483
 Professional Hospitality, LLC, p. 484
 Royal Host, p. 499
 Shar Con Hotel Management & Development Company, p. 508
 Sterling Hotels & Resorts, Inc., p. 530
 TravelCenters of America, Inc., p. 559
 Westmont Hospitality Group, p. 585

Trident Hotels

The Oberoi Group, p. 562

TRYP Hotels & Resorts

Sol Melia, p. 515

Tulip Inn Hotel

A.H.M.I. - RES-HOTEL, p. 1
 Golden Tulip Hotels, Inns & Resorts, p. 262
 Golden Tulip Worldwide B.V., p. 263
 Hostel Booking Center-SRM, p. 315
 Linchris Hotel Corporation, p. 405
 Vantis International Corporation, p. 571

Vagabond Inn

Vagabond Franchise System, Inc., p. 570
 Vista Inns Management Company, p. 581

Val-U Inn

Hemstreet Development Corporation, p. 275

Venture Inn

Venture Inns of America, Inc., p. 580

Villager Lodge

AFM Hospitality Corporation, p. 32
 Cendant Corporation, p. 117
 Preferred Lodging Systems, Inc., p. 477

Villager Premier

AFM Hospitality Corporation, p. 32

W Hotels

Starwood Hotels & Resorts Worldwide, Inc., p. 522

Wellesley Inn

Prime Hospitality Corporation, p. 479
 Sterling Hotels & Resorts, Inc., p. 530

Wellesley Inn & Suites

Ampak Group, p. 41
 Prime Hospitality Corporation, p. 479

Westcoast

WestCoast Hospitality Corporation, p. 583

Westin

A.H.M.I. - RES-HOTEL, p. 1
 Columbia Sussex Corporation, p. 220
 FelCor Lodging Trust Incorporated, p. 250
 HEI Hospitality, LLC, p. 275
 Historic Hotels of America, p. 302
 Host Marriott, p. 314
 Interstate Hotels & Resorts, p. 382
 iStar Financial, p. 386

COMMEMORATIVE 71ST EDITION

2002 DIRECTORY OF HOTEL & LODGING C O M P A N I E S

Published by the
American Hotel Association Directory Corporation
Established in 1886

Under the auspices of the
American Hotel & Lodging Association
Established in 1910

Jessica Lytle
Publisher-Editor

KEY TO LISTINGS

- CHA - Certified Hotel Administrator
- CEOE - Certified Engineering Operation Executive
- CFBE - Certified Food and Beverage Executive
- CHHE - Certified Hospitality Housekeeping Executive
- CRDE - Certified Room Division Executive
- CHRE - Certified Human Resources Executive
- CHSP - Certified Hospitality Sales Professional
- CHS - Certified Hospitality Supervisor
- CLM - Certified Lodging Manager
- (S) - Open Summer Season Only
- (W) - Open Winter Season Only
- - AH&LA Member
- ▲ - Franchised Property



© 2002 by the American Hotel Association Directory Corporation
1201 New York Avenue, NW, #600 • Washington, DC 20005-3931
Telephone: (202) 289-3142 (editorial) • Fax: (202) 289-3158 (editorial)
Telephone: (301) 705-7455 (sales) • Fax: (301) 843-0159 (sales)
E-mail: directory@ahla.com • Web site: www.ahla.com

indicated in this section indicated their company type: Management, Franchising, Owning, Referral, Developing, Real Estate Investment Trust. Please note that some companies did not indicate their type of business listed in the directory.

MANAGEMENT COMPANIES

Management & Management Company
 Hospitality Corporation
 Management, Inc.
 Management Group
 International
 Hotels, Inc.
 Hotels, Clubs & Resorts
 Hotels
 Hospitality Management Corporation
 Division
 America Corporation
 Properties, Inc.
 Management & Investment Company
 Management, Inc.
 Development Corporation
 Hospitality Management, Inc.
 International
 Hotels, Inc.
 Management, Inc.
 Hospitality, Inc.
 Properties, Inc.
 Group
 Hotels and Resorts
 Management LLC
 Hotels.com
 Executive Management, Inc.
 Hospitality Management Company
 Hospitality Services Corporation
 Hotel Management, Inc.
 Hotel Motel Investments, Inc.
 International Hotel Corporation
 Liberty Hospitality, Inc.
 Property Management Corporation
 Group
 Operator Hotels
 Hospitality Group, LLC
 Lodging Company
 Management Group, Inc.
 Management and Marketing, Inc.
 Hotel Company, Inc.
 Hotels & Resorts
 Hotels
 Hotels International
 Hotels and Resorts
 Wandlyn Inns
 Hotels & Resorts
 Management
 Management, Inc.
 Group
 Incorporated
 Hotel Company-Hotel Division
 Management Group, Inc.
 Hospitality Management, Inc.
 Hotels & Resorts

MANAGEMENT COMPANIES—(Continued)

Bay Hospitality, Inc.
 Baymont Inn & Suites
 Bear Paw Management, Inc.
 Belvedere Hotels, Inc.
 Benchmark Hospitality
 Berkeley Hotels Management, Inc.
 Blissful Enterprises
 Blue Tree Hotels
 Bond Hotels
 Boutique Hotel Group
 Boyd Gaming Corporation
 Boykin Hospitality
 Boyle Hotels
 Bridge Enterprises
 Bridgestreet Accommodations, Inc.
 Brilyn, Inc.
 Brown County Hotels
 Brutger Equities, Inc.
 Buckhead America Corporation
 Buena Vista Hospitality Group
 Buggsi Hospitality Group, LLC
 C. E. Brooks Management Company
 CP Management Company
 CSM Lodging, LLC
 CWB Property Management, Inc.
 Cal-Vegas Ltd.
 Candlewood Hotel Company, Inc.
 Capital Hotel Management, LLC
 Cardiff Hotels
 Carin Hotels Limited
 Carlton Hospitality Management Group
 Carnival Resorts & Casinos
 Castle Resorts & Hotels
 Central Group Management Company
 Century Hotel Management Company
 Century International Hotels
 Channel Hotels Limited
 Charlestown Management Hotels, Inc.
 Charming Inns, Inc.
 Charter Hospitality Management, LLC
 Charter One Hotels & Resorts, Inc.
 Chip Hospitality/Chip REIT
 Chu Management Company
 City Hotels, S.A.
 Cityhotels
 Classic Hotels and Resorts
 Club Mediterranee SA
 Coakley & Williams Hotel Management Company
 Coast Hotels & Resorts
 Coastal Hotel Group
 Codev, Inc.
 Columbia Hotel Management, LLC
 Columbia Sussex Corporation
 Columbus Hotel Properties, LLC

MANAGEMENT COMPANIES—(Continued)

Professional Hotel Management, Inc.
 Promise Management, Inc.
 Protea Hotels
 Providence Hospitality Partners
 Provident Management Corporation
 Quorum Hotels and Resorts
 R & R Hotel Group
 R. A. Rauch & Associates
 RDS Corporation
 RHW Companies
 RJ & Associates, LLC
 Radelow/Gittins Real Property Management Corp.
 Radhakrishna, Inc.
 Radisson Hotels International Latin America, Inc.
 Radisson SAS Hotels Worldwide
 Raffles Holdings
 Raphael Hotel Group
 Raybach Management, Inc.
 Raymond Management Company, Inc.
 Red Rock Resorts, Inc.
 Regal Hotels International
 Regency Hotel Management
 Remington Hotel Corporation
 Renaissance Hotels and Resorts
 Residence Inn by Marriott
 Resort Group, LLC
 Resort Motels, Inc.
 Resortquest International
 Restel Hotel Group
 Rey Hotels Chain
 Richfield Hospitality Services, Inc.
 Ridge Management, Ltd.
 Ridgewood Hotels, Inc.
 Rihga Royal Hotels & Associate Hotels
 Rimco Properties
 Ringhotels
 Rochester Hospitality Company
 Rockfield Management, Inc.
 Rockgate Management Company, Inc.
 Rocky Mountain Inns
 Rocky Mountain Management & Development, LLC
 Rosewood Hotels & Resorts, LLC
 Royal Host
 Royal Hotels International, Inc.
 Rydges Hotels & Resorts
 S & W Management Corporation
 SJB Management, Inc.
 SREE Hospitality Group
 Sachs Management Corp.
 Safir International Hotel Management
 Sage Hospitality Resources, LLC
 Sage Hotels & Lodges
 Sai Management Company
 Sand Companies, Inc.
 Saunders Hotel Group
 Scanticon International, Inc.
 Scotto Brothers Enterprises
 Sea Wake Resorts, Inc.
 Sedona Resort Management
 Select Hotel Management, Inc.

MANAGEMENT COMPANIES—(Continued)

Select Management Group
 Semeo, Inc.
 Sentry Hospitality, Ltd.
 Shangri-La Hotels & Resorts
 Shannon Resort & Club Group, Inc.
 Shar Con Hotel Management & Development Company
 Sharjah National Hotels
 Shell Hospitality Group, Inc.
 Shellist Properties, Inc.
 Shilo Inns
 Sierra West Investment Company
 Silver Cloud Inns
 Simpson Land Company
 Six Hats - A Hospitality Company
 Skye Hospitality LLC
 Small Luxury Hotels of the World
 Snavelly Management Services
 Sofitel Hotel Division
 Sol Melia
 Someplace(s) Different
 Somnus Corporation
 Sonesta Hotels, Resorts & Nile Cruises
 Sound Hospitality Management
 Southern Hospitality Services, LLC
 Southwest Hotel Management, LLC
 Southwest Innkeepers, Inc.
 Sovereign Hotels
 Sovereign Management Corporation
 Spectrum Hotel Group, Inc.
 SpringHill Suites by Marriott
 Spruce Management Company
 Stafford Hospitality
 Stanford Hotels Corporation
 Starwood Hotels & Resorts Worldwide, Inc.
 Sterling Hospitality, LLC
 Sterling Hotels & Resorts, Inc.
 Sterling Hotels Corporation
 Steve Martin Management, Inc.
 Stirling Hotel Management, Inc.
 Stonebridge Companies
 Strand Development Company, LLC
 Strissel Management, Inc.
 Sullivan Properties, Inc.
 Summit Hotel Management Company
 Sunbest Management, Inc.
 Sunburst Hospitality Corporation
 Sundance Lodging, Incorporated
 Sunridge Properties
 Sunstream Hotels & Resorts
 Superior Management Company
 Surf Song Resort Condo Association, Inc.
 Swissotel Management Corp.
 TCBH, Inc.
 TPG Hospitality, Inc.
 Tamalpais Hotel Services, Inc.
 Tarsadia Hotels
 Taylor Hotel Group
 Tecton Hospitality
 Temple Hospitality
 Tentex, LLC

OWNING COMPANIES—(Continued)

American Property Management Corporation
 Ameristar Casinos, Inc.
 Ampak Group
 Amsterdam Hospitality Group
 Appalachia Lodging, Ltd.
 Apple Core Hotels, Inc.
 Aramark Parks & Resorts
 Art Deco Historic Hotels
 Ascot Hotels, Inc.
 Associated Hotels
 Atlas Hotels, Inc.
 Auberges Wandlyn Inns
 Austria Hotels
 Avista Hotels, Inc.
 Axar Management, Inc.
 Ayres Group
 Azabu U.S.A. Corporation
 B. F. Saul Company-Hotel Division
 BRE/Homestead Village, LLC
 Baroda Enterprises, LLC
 Bass Hotels & Resorts
 Baymont Inn & Suites
 Bellville Hotel Company, Ltd.
 Bentley Hospitality Group
 Berkeley Hotels Management, Inc.
 Bermedlen, Inc.
 Best Western Hotel La Corona
 Big Lagoon Rancheria
 Bijal Sonil, Inc.
 Bilderberg Hotels & Restaurants
 Bissell Hotels, Inc.
 Blair Hotels of Wyoming
 Boca Raton Resort & Club, Inc.
 Boca Resorts, Inc.
 Boyd Gaming Corporation
 Boykin Lodging Company
 Boyne USA
 Bramha Bazaz Hotels, Ltd.
 Brandywine Valley Hospitality
 Briggs Hospitality Corporation
 Brown County Hotels
 Brown Motel Investments, Inc.
 Bruce M. Goldstein & Associates, Inc.
 Brutger Equities, Inc.
 Buckhead America Corporation
 Budget Motels, Inc.
 Budget, Inc.
 Buggsi Hospitality Group, LLC
 CP Management Company
 CSM Lodging, LLC
 CWB Property Management, Inc.
 Cal-Vegas Ltd.
 Calpac Management Company
 Campbell Motel Properties, Inc.
 Campion Road Properties, Inc.
 Candlewood Hotel Company, Inc.
 Capital Hospitality Corporation
 Capital Hotel Management, LLC
 Capitol Hotel Group, Inc.
 Capitol Realty One, LLC

OWNING COMPANIES—(Continued)

Carlstead Hotel Management
 Carnival Resorts & Casinos
 Carpenter Enterprises, Inc.
 Castle & Cooke Resorts, LLC
 Castle Resorts & Hotels
 Central Group Management Company
 Chadco Hospitality Group, Inc.
 Channel Hotels Limited
 Chateau Apt. Hotels
 Chip Hospitality/Chip REIT
 Chu Management Company
 City Hotels, S.A.
 Classic Campus Inns, Ltd.
 Classic Hotels and Resorts
 Classic Hotels of Connecticut
 Clay-Wal, Inc.
 Coachman Inns of America
 Coast Hotels & Resorts
 Colonial Holdings Corporation
 Colonial Williamsburg Company
 Columbia Sussex Corporation
 Columbus Hotel Properties, LLC
 Commercial Management Company
 Commonwealth Hampshire House Hotel, LLC
 Commonwealth Hotels Incorporated
 Concord Hospitality Enterprises Company
 Connor/Jacobson Hotels
 Consolidated Inns of Daytona Beach, Inc.
 Consolidated Management
 Continental Inns of America
 Conway Lodging, Inc.
 Cooper Companies
 Corcoran Jennison Hospitality Company
 Corporate Hotels of America, Inc.
 Cosco Hospitality Management, Inc.
 Cosentino Companies, Inc.
 Country Inns & Suites by Ayres
 Courtesy Group, Inc.
 Cox Hotels, Inc.
 Craft Management Company
 Creative Hotel Associates, LLC
 Creative Inns, Inc.
 Creel Corporation
 Cresta Hospitality
 Crestline Hotels & Resorts, Inc.
 Crown American Hotels
 Crown Hospitality Group, LLC
 Crystal Group, Inc.
 D & D Realty, Inc.
 D.R.D. Hotel Corp.
 DMI Properties, Inc.
 DWG Development, Inc.
 Daly Seven, Inc.
 Dan Hotels Corporation, Ltd.
 Danubius Hotels Rt.
 Davidson and Jones Hotel Corporation
 Davis Bros. Incorporated
 Days Inn, Inc.
 De La Salle Institute
 De Silva Properties, LLC

OWNING COMPANIES—(Continued)

Princeton Properties
 Principal Hotels Group
 Professional Hospitality Resources, Inc.
 Promise Management, Inc.
 R & R Hotel Group
 R. A. Rauch & Associates
 R. K. Investment Company
 RB Associates, Inc.
 RFS Hotel Investors, Inc.
 RJ & Associates, LLC
 Raffles Holdings
 Realvest Corporation
 Red Roof Inns
 Regal Hotels International
 Regency Hotel Management
 Rema Hotels
 Reneson Hotel Group
 Residenze d'Epoca dell'Emilia Romagna
 Resort Group, LLC
 Resorts USA, Inc.
 Restel Hotel Group
 Rey Hotels Chain
 Rica Hotels ASA
 Richland Lodging Associates Inc.
 Ridgewood Hotels, Inc.
 Rodd Hotels & Resorts
 Rode Inn Motels
 Rosen Hotels & Resorts, Inc.
 Royal American Management Services, Inc.
 Royal Host
 Royal Motels, Inc.
 Royal Vale Hospitality, Inc.
 Royale Hospitality Group, Inc.
 Rux Investments, Inc.
 Rydges Hotels & Resorts
 S & H Inc./Hobbs & Curry
 SJB Management, Inc.
 SREE Hospitality Group
 Sage Hotels & Lodges
 Samoth USA, Inc.
 San Antonio Hospitality, Inc.
 San Juan Services, Inc.
 Sandals Resorts
 Sandman Hotels & Inns Ltd.
 Santa Cruz Seaside Company
 Sarova Hotels
 Sarp, Limited
 Saunders Hotel Group
 Schahet Hotels
 Schoharie Hospitality, LLC
 Scotsman Inns
 Scottish Highland Hotels PLC
 Scotto Brothers Enterprises
 Seagaia Group Hotels & Resorts
 Seaway Hotels Corporation
 Sedona Resort Management
 Select Inns
 Semeo, Inc.
 Shah & Associates, Inc.
 Shaner Hotel Group

OWNING COMPANIES—(Continued)

Shangri-La Hotels & Resorts
 Shar Con Hotel Management & Development Company
 Sharjah National Hotels
 Shellist Properties, Inc.
 Shilo Inns
 ShoLodge, Inc.
 Shri Ranchhodji Associates
 Shular Hospitality
 Sierra West Investment Company
 Signature Inns, Inc.
 Silver Cloud Inns
 Skye Hospitality LLC
 Smith Management Company, Inc.
 Snavelly Management Services
 Snow King Resort Management, Inc.
 Snyder Hotels
 Sofitel Hotel Division
 Sokos Hotels oy
 Sol Melia
 Someplace(s) Different
 Sonesta Hotels, Resorts & Nile Cruises
 Southeastern Associates, Inc.
 Southern Hospitality, Inc.
 Southern Tier Hospitality, LLC
 Southwest Innkeepers, Inc.
 Spectrum Hotel Group, Inc.
 Springfield Corporation
 Spruce Management Company
 Squire Inns
 Stafford Hospitality
 Starhotels S.P.A.
 Starwood Hotels & Resorts Worldwide, Inc.
 Sterling Hospitality, LLC
 Stirling Hotel Management, Inc.
 Strang Corporation
 Strategic Realty Advisors, Inc.
 Studio 6
 Suburban Lodges of America, Inc.
 SuiteOne Hotels
 Sullivan Properties, Inc.
 Sun International Hotels
 Sun Suites Hotels
 Sunburst Hospitality Corporation
 Sundance Lodging, Incorporated
 Sunridge Properties
 Sunstone Hotel Investors, LLC
 Superide Management Company
 Superior Management Company
 Superray Enterprises, Inc.
 Susse Chalet
 Swisshotel Management Corp.
 Taj International Hotels, Inc.
 Tapadera Motor Inns
 Tarsadia Hotels
 Tecton Hospitality
 Thaddeus Hotels & Resorts
 Tharaldson Lodging
 Thayer Lodging Group, Inc.
 The Ambassador Group of Hotels
 The Bernstein Companies

COLUMBIA HOTEL MANAGEMENT, LLC—(Continued)

PROPERTY	LOCATION	ROOMS
Suburban Lodge	Lithia Springs, GA	150
Suburban Lodge	Stockbridge, GA	150
Best House International	Charlotte, NC	92
Suburban Lodge	Hilton Head Island, SC	150
Suburban Lodge	Austin, TX	137
Suburban Lodge	Houston, TX	150
Suburban Lodge Airport	Houston, TX	150
Suburban Lodge CY Fair	Houston, TX	150
Brands: GuestHouse International & Suburban Lodge		
Operates in 5 states		
Number of Properties 8/Rooms 1,129		
Annual Gross Sales: \$8.8 million		
Management Company		
Year company was established: 2000		

COLUMBIA SUSSEX CORPORATION

WILLIAM J. YUNG, President
 J. STANLEY CLAYTON, Vice President Operations
 BRUCE RATHJE, Sales & Marketing
 THOMAS DAY, Controller
 LARRY DERINGER, Human Resources
 JOE RUWE, Purchasing
 Executive Offices: 207 Grandview Drive
 Fort Mitchell, KY 41017-2799
 Telephone: (859) 578-1100
 FAX Number: (859) 578-1190

PROPERTY	LOCATION	ROOMS
Birmingham Radisson	Birmingham, AL	298
Marriott Hotel	Mobile, AL	250
Marriott Hotel	Anchorage, AK	400
Marriott Hotel Airport	Phoenix, AZ	350
Marriott Le Merigot	Santa Monica, CA	175
Marriott Hotel	Colorado Springs, CO	292
Marriott Hotel	Clearwater Beach, FL	217
Marriott Hotel	Kissimmee, FL	403
Best Western Eastgate	Lake Buena Vista, FL	200
Radisson Inn	Orlando, FL	350
Crowne Plaza Orlando Airport	Tampa, FL	269
Crowne Plaza Hotel	Savannah, GA	385
Marriott Hotel	Glen Ellyn, IL	120
Holiday Inn Glen Ellyn	Itasca, IL	161
Holiday Inn Itasca	Evansville, IN	201
Marriott Hotel	Indianapolis, IN	316
Marriott Hotel	Louisville, KY	405
Holiday Inn South Airport	Louisville, KY	255
Marriott Hotel	Baton Rouge, LA	300
Marriott Hotel	Woburn, MA	349
Holiday Inn Crowne Plaza	Detroit, MI	350
Crowne Plaza Detroit	East Lansing, MI	181
Marriott Hotel	Southfield, MI	417
Holiday Inn Southfield	Bloomington, MN	475
Marriott Hotel Minneapolis		
Airport		
Fairfield Inn by Marriott	Greenville, MS	148
Tan-Tar-A Estates	Osage Beach, MO	558
Tan-Tar-A Resort	Osage Beach, MO	500
Crowne Plaza Airport	Saint Louis, MO	353
Horizon Casino Resort	South Lake Tahoe, NV	539
Sheraton Hotel Airport	Newark, NJ	501
Marriott Hotel	Saddle Brook, NJ	245
Islandia Marriott	Long Island, NY	280
Marriott Hotel	Melville, NY	371
Holiday Inn Rochester	Rochester, NY	250
Marriott Hotel	Greensboro, NC	280
Radisson Inn Airport	Cincinnati, OH	214
Holiday Inn	Columbus, OH	150
Holiday Inn North	Dayton, OH	252
Holiday Inn	Lima, OH	150

(Continued next column)

COLUMBIA SUSSEX CORPORATION—(Continued)

PROPERTY	LOCATION	ROOMS
▲ Holiday Inn South	Springfield, OH	150
▲ Holiday Inn Toledo	Toledo, OH	220
▲ Marriott Hotel	Philadelphia, PA	515
▲ Renaissance Philadelphia Airport	Philadelphia, PA	348
▲ Marriott Hotel	Columbia, SC	301
▲ Renaissance Hotel	Memphis, TN	408
▲ Courtyard by Marriott	El Paso, TX	90
●▲ Marriott Hotel	El Paso, TX	300
● Marriott Hotel	Houston, TX	604
▲ Marriott Hotel Las Colinas	Irving, TX	365
▲ Marriott Hotel Airport	San Antonio, TX	300
▲ Holiday Inn	Richmond, VA	280
▲ Marriott Hotel	Richmond, VA	242
▲ Fairfield Inn by Marriott	Charleston, WV	135
▲ Holiday Inn Charleston House	Charleston, WV	256
▲ Super 8 Motel	Charleston, WV	160
▲ Marriott Hotel	Milwaukee, WI	284

PROPERTIES LOCATED IN THE CARIBBEAN

Casuarina Beach Resort	Cayman Islands	350
Westin		
▲ Holiday Inn	Cayman Islands	230
▲ Radisson Resort Hotel	Cayman Islands	315

PROPERTIES LOCATED IN CANADA

▲ Radisson Suites	Winnipeg, MB, Canada	160
Brands: Best Western, Courtyard by Marriott, Crowne Plaza, Fairfield Inn by Marriott, Hilton, Holiday Inn, Marriott, Radisson, Renaissance Hotel & Super 8 Motel		

Operates in 28 states, Canada & in the Caribbean
 Domestic Properties 56/Rooms 16,605

Non Domestic Properties 4/Rooms 1,055

Total Number of Properties 60/Rooms 17,660

Annual Gross Sales: \$620 million

Management, Franchising & Owning Company

Year company was established: 1972

COLUMBUS HOTEL PROPERTIES, LLC

JOSEPH C. CANIZARO, President-Columbus Hotel Properties LLC

TRICIA PEREZ, Senior Accounting Officer

Executive Offices: 909 Poydras Street #1700

New Orleans, LA 70012

Telephone: (504) 584-5000

FAX Number: (504) 584-5037

PROPERTY	LOCATION	ROOMS
▲ Holiday Inn	Mobile, AL	236
▲ Best Western Kings Inn	El Dorado, AR	131
▲ Comfort Inn	El Dorado, AR	70
●▲ Best Western Savannah Historic District	Savannah, GA	142
▲ Holiday Inn Metairie	Metairie, LA	193
▲ Holiday Inn	Lincoln, NE	231
●▲ Best Western Inn	Las Cruces, NM	166
●▲ Days Inns Vanderbilt	Nashville, TN	151
Brands: Best Western, Comfort Inn, Days Inn & Holiday Inn		
Operates in 7 states		
Number of Properties 8/Rooms 1,320		
Management & Owning Company		
Year company was established: 1996		

COMFORT INNS

Web site: <http://www.comfortinn.com>
 (see: Choice Hotels International)

GAL-TEX HOTEL CORPORATION—(Continued)

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- ▲ Ramada Inn Woodstock, VA 126
Brands: Hilton, Holiday Inn & Ramada Inn
Operates in 3 states & the District of Columbia
Number of Properties 13/Rooms 3,175
Annual Gross Sales: \$80 million
Management & Owning Company
Year company was established: 1940

GANESH ASSOCIATES, INC.

SATISH SARASWAT, CHA, President & General Manager
CHERIE SCHNEIDER, Assistant General Manager
PATRICIA ERIN MCCULLAGH, Director of Sales & Marketing
Executive Offices: 1881 Palm Bay Road N.E.
Palm Bay, FL 32905
Telephone: (321) 723-8181
FAX Number: (321) 727-7390
E-mail: Patricia.Ramada@aol.com
satishsi@aol.com
Web site: www.the.ramada.com/01795palmabay

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- ▲ Ramada Plaza Hotel & Conf. Center Palm Bay, FL 130
Brands: Ramada Plaza Hotel
Operates in the city of Palm Bay, Florida
Number of Properties 1/Rooms 130
Annual Gross Sales: \$1 million
Owning Company
Year company was established: 1994

GANGELHOFF PROPERTIES

GARY R. GANGELHOFF, President
Executive Offices: 3600 Moberg Drive
Bemidji, MN 56601
Telephone: (218) 444-9500
FAX Number: (218) 444-8122
E-mail: gphotels@gphotels.com
Web site: www.gphotels.com
Toll Free Reservation No.: (800) 667-8485

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- Comfort Inn Bemidji, MN 61
 - Northern Inn Bemidji, MN 123
 - Country Inn & Suites Little Falls, MN 48
- Brands: Comfort Inn & Country Inn & Suites By Carlson
Operates in the state of Minnesota
Number of Properties 3/Rooms 232
Management Company

GARF ENTERPRISES, INC.

dba: Tuckahoe Motor Inn
RAY ACKLEY, President
TERI REDA, General Manager
Executive Offices: 307 Tuckahoe Road
Yonkers, NY 10710
Telephone: (914) 793-6300
FAX Number: (914) 793-4627
(Continued next column)

GARF ENTERPRISES, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- Tuckahoe Motor Inn Yonkers, NY
Operates in the city of Yonkers, New York
Number of Properties 1/Rooms 51
Management Company
Year company was established: 1978

GARLIN HOTELS CORPORATION

GARY F. GILLIS, President
Executive Offices: 1500 North Military Highway #113
Norfolk, VA 23502
Telephone: (757) 461-3290
FAX Number: (757) 461-3596
E-mail: gfgillis@norfolkhillton.com

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- ▲ Norfolk Airport Hilton Norfolk, VA
Brands: Hilton
Operates in the city of Norfolk, Virginia
Number of Properties 1/Rooms 250
Management Company
Year company was established: 1981

GASLAMP HOTEL PARTNERS

MICHAEL CAFAGNA, President
DANA BLASI, Vice President of Operations
MARK MANDELL, Vice President of Real Estate
Executive Offices: 4275 Executive Square #1020
La Jolla, CA 92037
Telephone: (858) 558-8550
FAX Number: (858) 558-8884
E-mail: mcafagna@squareonedev.com
Web site: www.squareonedev.com

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- Villager Lodge San Diego, CA
 - Ramada Inn Temecula, CA
- Brands: Ramada Inn & Villager Lodge
Operates in the state of California
Number of Properties 2/Rooms 175
Annual Gross Sales: \$2.5 million
Owning Company
Year company was established: 1980

GATEWAY HOSPITALITY

SAM AGEE, Chairman
CLANCY CIPKALA, President
DARRIN WITT, Regional Sales Director
WALT MITCHELL, Regional Facilities Manager
CHARLOTTE BARRY, Regional Sales Manager
Executive Offices: 111 Stonemark Lane #202
Columbia, SC 29210
Telephone: (803) 798-7979
FAX Number: (803) 731-1717
E-mail: clancyinn@aol.com
Web site: www.gatewayhospitality.com

PROPERTY	LOCATION	ROOMS
----------	----------	-------

- Super 8 Motel Riverfront Asheville, NC
- Wingate Inn Charleston, SC
- Ramada Inn Clemson, SC
- Clarion Townhouse Columbia, SC

(Continued next page)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.

DAVID S. STERNLIGHT, Chairman & CEO
 ROBERT COTTER, Chief Operating Officer
 JAMES MALL, President North America Hotel Operations
 DAVID C. BROWN, Exec. Vice President & CFO
 JAMES VAN, Exec. Vice President Acquisitions/Development
 JAMES NIIEWSKI, Exec. Vice President Hotel Operations NA
 JAMES COLEON, Exec. Vice President Hotel Operations NA
 JAMES BEITZ, Sr. Vice President Business Development
 JAMES HESTER, Sr. Vice President Acquisitions & Development
 JAMES MANKARIOS, President, St. Regis
 JAMES CROWAN, Sr. Vice President Operations East US & VI
 JAMES COLETTA, Sr. Vice President Asset Management/Owner Relations
 JAMES HIRSTEIN, Sr. Vice President Global Brand Marketing
 JAMES GIBSON, Sr. Vice President Corporate Affairs
 JAMES KIN, President Starwood Technology/Revenue Systems
 JAMES HARPER, Sr. Vice President Business Development/Mktg Programs
 JAMES HENSLEY, Sr. Vice President W Operations
 JAMES HYMAN, Exec. Vice President Six Sigma
 JAMES OATES, Sr. Vice President & CIO
 JAMES KING, CHA, Sr. Vice President Operations Westin
 JAMES MARTINI, Sr. Vice President Design & Construction
 JAMES SMITH, Sr. Vice President Global Sales & Marketing NAD
 JAMES ANA-ORECK, Sr. Vice President Franchising
 JAMES PETRUS, Sr. Vice President Operations Westin
 JAMES SCOTT, Sr. Vice President Operations Westin
 JAMES SOYPINSKI, Sr. Vice President Industry Relations
 JAMES MONOPHY, Sr. Vice President/Chief Technology Officer
 JAMES SMITH, CHS, Sr. Vice President Portfolio Management
 JAMES SUHL, Sr. Vice President Operations West US
 JAMES TUCKMAN, Sr. Vice President Staff Operations
 JAMES VIEIRA, Sr. Vice President of Operations Hawaii
 JAMES WILLIAMS, Sr. Vice President Chief Creative Officer/
 Advertising-Creative Services
 Executive Offices: 1111 Westchester Avenue
 White Plains, NY 10604
 Telephone: (914) 640-8100
 (877) 443-4585 (Toll Free)
 FAX Number: (914) 640-8310
 Web site: www.starwoodhotels.com

PROPERTY	LOCATION	ROOMS
SHERATON HOTELS, INNS, RESORTS & SUITES		
Sheraton Birmingham Hotel*	Birmingham, AL	770
Sheraton Perimeter Park South	Birmingham, AL	205
Sheraton Anchorage Hotel	Anchorage, AK	375
Sheraton San Marcos Golf	Chandler, AZ	295
Sheraton Mesa Hotel & Conv	Mesa, AZ	274
Sheraton Crescent Hotel*	Phoenix, AZ	342
Sheraton Phoenix Airport Hotel	Tempe, AZ	210
Sheraton El Conquistador	Tucson, AZ	428
Sheraton Tucson Hotel & Suites*	Tucson, AZ	216
Sheraton Anaheim Hotel	Anaheim, CA	489
Sheraton Gateway Hotel San Francisco Int'l Airport	Burlingame, CA	405
Sheraton Cerritos Hotel*	Cerritos, CA	203
Sheraton Concord Hotel	Concord, CA	324
Sheraton Gateway Hotel Los Angeles Airport	Los Angeles, CA	727
Sheraton San Jose Hotel	Milpitas, CA	229
Sheraton Ontario Airport Hotel	Ontario, CA	164
Sheraton Palo Alto Hotel	Palo Alto, CA	343

(Continued next column)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
▲ Sheraton Pasadena Hotel	Pasadena, CA	320
Sheraton Suites Fairplex	Pomona, CA	247
● Sheraton Grand Sacramento*	Sacramento, CA	503
● Sheraton San Diego Hotel & Marina**	San Diego, CA	1,045
●▲ Sheraton Fisherman's Wharf Hotel	San Francisco, CA	524
●▲ Sheraton Los Angeles Harbor Hotel	San Pedro, CA	244
▲ Sheraton Sunnyvale Hotel	Sunnyvale, CA	174
● Sheraton Universal Hotel (leased)**	Universal City, CA	436
▲ Sheraton Colorado Springs Hotel	Colorado Springs, CO	502
▲ Sheraton Crested Butte Resort	Crested Butte, CO	247
Sheraton Tamarron Resort	Durango, CO	271
● Sheraton Denver Tech Center Hotel**	Englewood, CO	263
▲ Sheraton Denver West Hotel	Lakewood, CO	242
● Sheraton Resort & Conf Center	Steamboat Springs, CO	315
Sheraton Danbury Hotel**	Danbury, CT	436
▲ Sheraton Hartford Hotel	East Hartford, CT	215
Sheraton Stamford**	Stamford, CT	436
▲ Sheraton Waterbury Hotel	Waterbury, CT	279
●▲ Sheraton Hotel at Bradley Int'l Airport	Windsor Locks, CT	237
●▲ Sheraton Dover Hotel	Dover, DE	152
● Sheraton Suites Wilmington	Wilmington, DE	228
● Sheraton Bal Harbour Beach Resort**	Bal Harbour, FL	642
●▲ Sheraton Sand Key Resort	Clearwater Beach, FL	390
● Sheraton Ft. Lauderdale Airport Hotel**	Dania, FL	250
Sheraton Suites Cypress Creek Ft. Lauderdale*	Fort Lauderdale, FL	253
●▲ Sheraton Yankee Clipper Beach Hotel	Fort Lauderdale, FL	502
●▲ Sheraton Yankee Trader Beach Hotel	Fort Lauderdale, FL	459
Sheraton Gainesville**	Gainesville, FL	197
● Sheraton All-Suites Hotel Key West**	Key West, FL	180
●▲ Sheraton Safari Hotel Lake Buena Vista	Lake Buena Vista, FL	489
Walt Disney World Dolphin*	Lake Buena Vista, FL	1,509
●▲ Sheraton Orlando North Hotel	Maitland, FL	388
●▲ Sheraton Biscayne Bay Hotel	Miami, FL	598
▲ Sheraton Studio City Hotel	Orlando, FL	303
▲ Sheraton Suites Orlando Int'l. Airport	Orlando, FL	150
●▲ Sheraton World Resort	Orlando, FL	1,094
● Sheraton Suites Plantation*	Plantation, FL	263
▲ Sheraton Oceanfront North Palm Beach Hotel	Singer Island, FL	193
Sheraton Suites Tampa Airport**	Tampa, FL	259
▲ Sheraton West Palm Beach Hotel	West Palm Beach, FL	349
●▲ Sheraton Atlanta Hotel	Atlanta, GA	747
● Sheraton Buckhead Hotel Atlanta**	Atlanta, GA	359
● Sheraton Colony Square**	Atlanta, GA	467
● Sheraton Suites Galleria Atlanta*	Atlanta, GA	278
▲ Sheraton Augusta Hotel	Augusta, GA	179
● Sheraton Gateway Hotel Atlanta Airport*	College Park, GA	395
● Sheraton Moana Surfrider*	Honolulu, HI	793
● Sheraton Princess Kaiulani*	Honolulu, HI	1,152

(Continued next page)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
Bayley Place*	Boston, MA	803
Waltham Boston**	Waltham, MA	346
Southfield-Detroit**	Southfield, MI	387
Country Center*	Kansas City, MO	729
St. Louis*	Saint Louis, MO	257
Morristown	Morristown, NJ	197
House, A Westin Hotel*	New York, NY	605
Cincinnati**	Cincinnati, OH	450
Columbus	Columbus, OH	196
Oklahoma City	Oklahoma City, OK	395
Calishan Lodge & Golf	Gleneden Beach, OR	205
Portland*	Portland, OR	205
Suites Philadelphia	Philadelphia, PA	290
Pittsburgh Convention	Pittsburgh, PA	618
Providence*	Providence, RI	364
Francis Marion	Charleston, SC	226
Poinsett	Greenville, SC	200
Resort Hilton Head	Hilton Head Island, SC	412
Galleria Dallas	Dallas, TX	432
Park Central Dallas	Dallas, TX	545
Galleria Houston**	Houston, TX	487
Oaks**	Houston, TX	406
Cantera San Antonio	San Antonio, TX	508
Riverwalk San Antonio*	San Antonio, TX	433
Seattle**	Seattle, WA	891
INTERNATIONAL PROPERTIES		
Melbourne	Melbourne, Australia	260
Sydney*	Sydney, Australia	416
Bristol A Westin Hotel	Vienna, Austria	140
Calgary*	Calgary, AB, Canada	525
Edmonton*	Edmonton, AB, Canada	413
Dayshore Resort &	Vancouver, BC, Canada	510
Grand	Vancouver, BC, Canada	207
Resort & Spa	Whistler, BC, Canada	419
Nova Scotian	Halifax, NS, Canada	297
Ottawa*	Ottawa, ON, Canada	487
Harbour Castle*	Toronto, ON, Canada	980
Prince	Toronto, ON, Canada	381
Resort	Tremblant, QC, Canada	126
Gasuarina Resort	Grand Cayman Island, Cayman Islands	343
Tai Ping Yang	Shanghai, China	578
Palace, A Westin	Versailles, France	192
Grand*	Berlin, Germany	358
Bellevue*	Dresden, Germany	339
Resort Guam*	Tumon Bay, Guam	426
Camino Real	Guatemala City, Guatemala	400
Camino Real Tikal	San Jose, Guatemala	72
Surabaya*	Surabaya, Indonesia	418
Dublin*	Dublin, Ireland	163
Excelsior**	Florence, Italy	168
Palace**	Milan, Italy	244
Excelsior**	Rome, Italy	321
Europa & Regina**	Venice, Italy	185
Excelsior**	Venice Lido, Italy	197
Awaji Island	Awaji Island, Japan	201
Nagoya Castle	Nagoya, Japan	229
Osaka	Osaka, Japan	304
Tokyo*	Tokyo, Japan	444
Resort Macau*	Coloane Ihl, Macau	208
Dragonara Resort*	Saint Julians, Malta	313
Regina Resort Los	Cabo San Lucas, Mexico	295

(Continued next column)

STARWOOD HOTELS & RESORTS WORLDWIDE, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
Westin Regina Resort	Cancun, Mexico	293
Cancun**		
▲ Westin Soberano Chihuahua	Chihuahua, Mexico	204
Westin Regina Resort Puerto Vallarta**	Puerto Vallarta, Mexico	243
▲ Westin San Luis Potosi	San Luis Potosi, Mexico	123
Westin Rotterdam	Rotterdam, Netherlands	231
▲ Caesar Park Hotel	Panama City, Panama	353
Westin Philippine Plaza*	Manila, Philippines	609
▲ Westin Rio Mar Beach Resort & Casino	Rio Grande, Puerto Rico	694
Westin Jeddah*	Jeddah, Saudi Arabia	98
Turnberry Hotel & Golf Resort	Ayrshire, Scotland	221
A Westin Resort**		
Westin Stamford & Westin Plaza*	Singapore	2,034
Westin Chosun Beach*	Pusan, South Korea	305
Westin Chosun*	Seoul, South Korea	453
Westin Palace**	Madrid, Spain	465
Westin La Quinta Golf Resort*	Marbella, Spain	172
Maria Cristina A Westin Hotel*	San Sebastian, Spain	136
Hotel Alfonso XIII A Westin Hotel*	Seville, Spain	147
▲ Westin Resort Ta Shee	Ta Shee, Taiwan	208
▲ Westin Taipei	Taipei, Taiwan	288
Westin Banyan Tree*	Bangkok, Thailand	216
Westin Chiang Mai*	Chiang Mai, Thailand	526
Westin Resort St. John**	Saint John, USVI	282
Domestic Properties 56/Rooms 27,134		
Non Domestic Properties 57/Rooms 19,860		
ST REGIS/LUXURY COLLECTION		
• The Wigwam Resort	Litchfield Park, AZ	331
The Phoenician**	Scottsdale, AZ	654
St. Regis Monarch Beach Resort & Spa	Dana Point, CA	400
• St. Regis Los Angeles Hotel & Spa	Los Angeles, CA	297
• Palace Hotel*	San Francisco, CA	551
• St. Regis Aspen**	Aspen, CO	257
• St. Regis Washington D.C. **	Washington, DC	193
• The Diplomat Country Club & Spa	Hallandale, FL	1,000
•▲ Manele Bay Hotel	Island of Lanai, HI	250
•▲ The Lodge at Koele	Island of Lanai, HI	102
• The Orchid at Mauna Lani*	Kohala Coast, HI	538
• Kapalua Bay*	Maui, HI	206
• Princeville Hotel*	Princeville, Hanalei, HI	252
• St. Regis Club at The Essex House	New York, NY	
• St. Regis New York**	New York, NY	315
• St. Regis Houston**	Houston, TX	232
INTERNATIONAL PROPERTIES		
Park Tower Buenos Aires**	Buenos Aires, Argentina	181
Sheraton Towers Southgate*	Melbourne, Australia	385
Hotel Goldener Hirsch	Salzburg, Austria	69
Hotel Schloss Fuschl	Salzburg, Austria	
Hotel Bristol	Vienna, Austria	140
Hotel Imperial	Vienna, Austria	128
Sheraton Sofia Hotel Balkan*	Sofia, Bulgaria	188
San Cristobal Tower**	Santiago, Chile	139
The St. Regis Beijing	Beijing, China	273
The St. Regis Shanghai*	Shanghai, China	345
Sheraton Park Tower*	London, England	289
Sheraton Addis*	Addis Ababa, Ethiopia	291
Hotel Kamp*	Helsinki, Finland	179
Prince de Galles Hotel	Paris, France	168
▲ Arabella Sheraton Grand Hotel	Frankfurt, Germany	378
Hotel Furstenhof	Leipzig, Germany	
Hotel Elephant	Weimar, Germany	

(Continued next page)

WESTERN HOSPITALITY, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
Western Executive Inn	Fife, WA	140
Best Western		
Properties in the state of Washington		
Properties 1/Rooms 140		
Gross Sales: \$5 million		
Management Company		

WESTIN HOTELS & RESORTS

(see: Starwood Hotels & Resorts Worldwide, Inc.)

WESTLODGE HOSPITALITY, INC.

A MAJID MANGALJI, President

MOEZ MANGALJI, Executive Vice President

FEREED MANGALJI, Executive Vice President

NAHID HAMZEI, Executive Director of Operations

JERRY BURRELL, Chief Financial Officer

CHAMED THOWFEEK, Executive Director/Asset Management

Executive Offices: 1973 Friendship Drive

El Cajon, CA 92020

Telephone: (619) 258-6424

FAX Number: (619) 258-6408

PROPERTY	LOCATION	ROOMS
Travelodge	Athens, AL	60
Travelodge	Flagstaff, AZ	49
Travelodge	Yuma, AZ	48
Travelodge	Anaheim, CA	56
Travelodge	Berkeley, CA	30
Travelodge	Burbank, CA	28
Travelodge	Hollywood, CA	39
Travelodge	La Jolla, CA	30
Travelodge	La Jolla, CA	44
Travelodge Airport South	Millbrae, CA	58
Travelodge	Milpitas, CA	39
Travelodge	Oceanside, CA	28
Travelodge	Palm Springs, CA	158
Travelodge	Palo Alto, CA	29
Travelodge	Sacramento, CA	70
Travelodge	San Diego, CA	49
Travelodge	San Diego, CA	30
Travelodge Bayview	San Diego, CA	29
Travelodge Airport	San Diego, CA	73
Travelodge Mission Valley	San Diego, CA	101
Travelodge Point Loma	San Diego, CA	45
Travelodge Rancho Bernardo	San Diego, CA	49
Travelodge Central	San Francisco, CA	84
Travelodge Downtown	San Francisco, CA	80
Travelodge Ghirardelli	San Francisco, CA	25
Travelodge Golden Gate	San Francisco, CA	29
Travelodge Presidio	San Francisco, CA	27
Travelodge	Santa Barbara, CA	23
Travelodge Beach	Santa Barbara, CA	19
Travelodge	Santa Cruz, CA	55
Travelodge	Santa Monica, CA	29
Travelodge	Santa Rosa, CA	30
Travelodge Downtown	Santa Rosa, CA	43
Travelodge	South Lake Tahoe, CA	59
Travelodge	Tahoe City, CA	47
Travelodge	Ocala, FL	68
Travelodge Downtown	Atlanta, GA	71
Travelodge Chicago O'Hare	Des Plaines, IL	94
Travelodge	Quincy, IL	68
Travelodge	Mason City, IA	47
Travelodge	Lawrence, KS	68
Travelodge	Louisville, KY	96
Travelodge	Lafayette, LA	61

(Continued next column)

WESTLODGE HOSPITALITY, INC.—(Continued)

PROPERTY	LOCATION	ROOMS
• Travelodge	Bedford, MA	42
• Travelodge	Natick, MA	68
• Travelodge	Missoula, MT	60
Travelodge	Las Vegas, NV	100
• Travelodge	Santa Fe, NM	49
Travelodge	Austinburg, OH	48
Thriflodge	Portland, OR	77
Travelodge	Roseburg, OR	39
• Travelodge	Lancaster, PA	58
Travelodge City Center	Salt Lake City, UT	60
Travelodge Temple	Salt Lake City, UT	55
Travelodge	Bellevue, WA	54
Travelodge	Ephrata, WA	28
Travelodge	Mercer Island, WA	35
Travelodge	Moses Lake, WA	39
Travelodge Downtown	Seattle, WA	72
Travelodge Space Needle	Seattle, WA	88
• Travelodge University	Seattle, WA	74
• Travelodge	Walla Walla, WA	38

PROPERTIES LOCATED IN CANADA

Travelodge	Kamloops, BC, Canada	68
Revelstoke Lodge	Revelstoke, BC, Canada	42

Brands: Thriflodge & Travelodge

Operates in 19 states & in Canada

Domestic Properties 62/Rooms 3,349

Non Domestic Properties 2/Rooms 110

Total Number of Properties 64/Rooms 3,459

Owning Company

WESTMARK HOTELS

A Holland America Westours Company

DAVE COCKS, President

STEVE LEONARD, Vice President Operations/Purchasing

RICHARD KANNAPELL, CHSE, Vice President Sales & Marketing

Executive Offices: 221 1st Avenue West #100

Seattle, WA 98119

Telephone: (206) 301-5224

FAX Number: (206) 285-7152

E-mail: westmark@westmarkhotels.com

Web site: www.westmarkhotels.com

PROPERTY	LOCATION	ROOMS
• Westmark Anchorage	Anchorage, AK	198
Westmark Inn Anchorage*	Anchorage, AK	91
Sourpouch Cabins*	Denali, AK	51
• Westmark Fairbanks	Fairbanks, AK	244
Westmark Inn Fairbanks*	Fairbanks, AK	170
• Westmark Baranof Hotel	Juneau, AK	196
Totem Square Inn*	Sitka, AK	62
Westmark Shee Atika	Sitka, AK	101
Westmark Inn Skagway*	Skagway, AK	195
Westmark Tok*	Tok, AK	92

PROPERTIES LOCATED IN CANADA

Westmark Inn Beaver Creek*	Beaver Creek, YT, Canada	174
Westmark Inn Dawson City*	Dawson City, YT, Canada	133
Westmark Kiondike Inn*	Whitehorse, YT, Canada	99
Westmark Whitehorse	Whitehorse, YT, Canada	181

* Open Seasonally

Operates in the state of Alaska and in Canada

Domestic Properties 10/Rooms 1,400

Non Domestic Properties 4/Rooms 587

Total Number of Properties 14/Rooms 1,987

Management & Owning Company

Year company was established: 1987

The following is a list of corporations in order of total number of rooms indicated in the directory.

Corporate Name	Rooms	Properties	Corporate Name	Rooms	Properties
1. Pegasus Solutions, Inc.	1,139,708	6,381	67. Microtel Inns & Suites	18,055	250
2. Utell	957,691	5,341	68. Knights Franchise Systems, Inc.	18,036	226
3. Six Continents Hotels	516,027	3,412	69. Columbia Sussex Corporation	17,660	60
4. Cendant Corporation	494,943	5,970	70. Royal Host	17,446	173
5. Marriott International, Inc.	397,020	2,191	71. Dorint Aktiengesellschaft	16,780	109
6. Choice Hotels International, Inc.	376,345	4,723	72. Suburban Lodges of America, Inc.	16,418	122
7. Hilton Hotels Corporation	350,007	2,052	73. Four Seasons Hotels & Resorts	15,679	62
8. Best Western International, Inc.	303,442	4,014	74. WestCoast Hospitality Corporation	15,191	89
9. Starwood Hotels & Resorts Worldwide, Inc.	210,141	671	75. AFM Hospitality Corporation	15,182	148
10. Marriott Hotels, Resorts and Suites	153,342	415	76. Omni Hotels	14,872	42
11. Days Inns Worldwide, Inc.	151,798	1,801	77. Drury Inns, Inc.	14,831	106
12. Accor Economy Lodging	129,575	1,210	78. Accor Leisure Division	14,200	83
13. Super 8 Motels, Inc.	123,914	2,034	79. John Q. Hammons Hotels, Inc.	13,760	56
14. Ramada Franchise Systems, Inc.	119,238	967	80. Hawthorn Suites	13,754	139
15. Radisson Hotels & Resorts	99,711	415	81. Sage Hospitality Resources, LLC	13,699	95
16. Bass Hotels & Resorts	94,413	493	82. Hospitality International, Inc.	13,246	241
17. Supranational Hotels	93,867	707	83. ANA Hotels International	13,125	41
18. Motel 6	85,433	816	84. Ocean Hospitality, Inc.	13,078	82
19. Courtyard by Marriott	80,902	565	85. Villager Franchise Systems, Inc.	13,042	128
20. SRS-WORLDBOTELS	78,921	408	86. Posadas USA, Inc.	13,002	65
21. Sol Melia	74,948	321	87. Mirage Resorts, Inc.	12,936	6
22. Hyatt Hotels Corporation	60,498	119	88. Small Luxury Hotels of the World	12,656	258
23. Leading Hotels of the World, Inc.	60,069	383	89. Outrigger Hotels & Resorts	12,446	47
24. The Universal Group	56,200	472	90. Best Western Hotels Germany	12,394	137
25. Novotel Hotel Division	56,097	346	91. Equity Inns	12,284	96
26. Howard Johnson International, Inc.	49,452	506	92. Candlewood Hotel Company, Inc.	12,261	106
27. FelCor Lodging Trust Incorporated	48,401	183	93. Harrah's Entertainment, Inc.	12,181	21
28. MeriStar Hotels & Resorts, Inc.	47,701	235	94. The Ritz-Carlton Hotel Company	11,918	36
29. Fairfield Inn by Marriott	47,138	490	95. Wingate Inns International	11,761	125
30. Residence Inn by Marriott	46,817	396	96. Atlantica Hotels International	11,470	70
31. Hilton International Company	45,537	136	97. Sunroute Company, Ltd.	11,347	86
32. Renaissance Hotels and Resorts	45,199	124	98. Adam's Mark Hotels & Resorts	11,244	18
33. Travelodge	43,959	566	99. Treff Hotels	11,195	92
34. U.S. Franchise Systems, Inc.	41,898	511	100. Delta Hotels	10,870	36
35. Wyndham International, Inc.	40,965	166	101. Thistle Hotels	10,734	56
36. Red Roof Inns	39,570	359	102. White Lodging Services Corporation	10,697	83
37. La Quinta Inns, Inc.	39,280	303	103. Orbis Company, Inc.	10,456	56
38. Hyatt International Corporation	35,526	81	104. Maritim Hotelgesellschaft MBH	10,443	38
39. Oakwood Worldwide	34,600	99	105. Sunstone Hotel Investors, LLC	10,289	53
40. Mercure Hotel	34,314	536	106. TownePlace Suites by Marriott	10,261	99
41. Golden Tulip Worldwide B.V.	34,096	290	107. SpringHill Suites by Marriott	10,116	89
42. Historic Hotels of America	33,924	183	108. Best Inns & Suites	10,089	122
43. Prime Hospitality Corporation	32,041	242	109. Sunburst Hospitality Corporation	10,022	74
44. Hospitality Properties Trust	31,486	230	110. Americinn International, LLC	9,899	185
45. Interstate Hotels	29,823	146	111. Janus Hotels & Resorts, Inc.	9,794	57
46. Radisson SAS Hotels Worldwide	29,804	133	112. Fiesta Hotels	9,785	37
47. Le Meridien Hotels & Resorts	28,486	122	113. Parker Pacific Company	9,767	27
48. Mandalay Resort Group	27,303	16	114. Regal Hotels International	9,759	20
49. MeriStar Hospitality Corporation	27,064	103	115. Hostmark Hospitality Group	9,480	48
50. Prince Hotels, Inc.	27,046	79	116. Boykin Lodging Company	9,268	33
51. Sofitel Hotel Division	26,737	142	117. Tryp, S.A.	9,235	54
52. Olympus Real Estate Corporation	24,319	41	118. MOA Hospitality, Inc.	8,867	114
53. Tharaldson Lodging	24,239	349	119. RFS Hotel Investors, Inc.	8,779	61
54. Millennium & Copthorne Hotels PLC	24,178	86	120. Tishman Hotel Corporation	8,523	14
55. Preferred Hotels & Resorts Worldwide, Inc.	22,976	112	121. Loews Hotels	8,256	18
56. Country Inns & Suites by Carlson	22,812	296	122. Innkeepers USA Trust	8,131	67
57. Walt Disney World Resorts	22,691	18	123. Ringhotels	8,108	148
58. Flag International Hotels	22,048	427	124. Flagstone Hospitality Management, LLC	8,103	55
59. Choice Hotels Canada, Inc.	21,532	250	125. Chip Hospitality/Chip REIT	8,024	32
60. Shangri-La Hotels & Resorts	20,602	43	126. Protea Hotels	7,994	104
61. Lodgian, Inc.	20,032	107	127. Kempinski Hotels S.A.	7,947	32
62. Baymont Inn & Suites	19,521	205	128. GF Management, Inc.	7,907	41
63. A.H.M.I.	18,939	113	129. Aston Hotels & Resorts	7,906	35
64. Westmont Hospitality Group Canada	18,925	148	130. Moevenpick Hotels & Resorts	7,869	41
65. JAL Hotels Company, Ltd.	18,872	56	131. Remington Hotel Corporation	7,856	35
66. Fairmont Hotels & Resorts	18,253	36	132. Best Value Inn Brand Membership, Inc.	7,802	150

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT REDACTED PER COURT ORDER

ROUGH DRAFT
CONFIDENTIAL

- - -
TESTIMONY CONTAINED HEREIN
SUBJECT TO PROTECTIVE ORDER
AND SHOULD BE FILED UNDER SEAL
- - -

ROUGH DRAFT
UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF KENTUCKY
AT COVINGTON

LESLIE B. REYNOLDS, :
individually and as :
Natural Parent and :
Guardian of :
LOUISE H. REYNOLDS, :
a Minor, :
:
Plaintiff, :
:
VS. : CASE NO. 97-77
:
WESTIN HOTEL COMPANY, :
et al., :
:
Defendants. :

Deposition of THEODORE R. MITCHEL, a
witness herein, called by the plaintiff for
cross-examination, pursuant to the Federal Rules
of Civil Procedure, taken before me, Wendy L.
(Davies) Welsh, a Registered Professional Reporter
and Notary Public in and for the State of Ohio at
Santen & Hughes, 312 Walnut Building, Suite 3100,
Cincinnati, Ohio, 45202, on Monday, March 16,
1998, at 10:30 a.m.

APPEARANCES:

On behalf of the Plaintiff:
Charles E. Reynolds, Esq.
Santen & Hughes
312 Walnut Building
Suite 3100
Cincinnati, Ohio 45202

reduced your risk of liability; is that correct?

A. Yes, that's correct.

Q. What did you mean by that? Did you mean risk of lawsuits such as this one?

A. Yes.

Q. The Westin hotel corporation may have policies regarding the service of alcohol that are different than the Columbia Sussex policies; is that correct?

A. Yes.

Q. And they may be even more stringent; is that correct?

A. They may be.

Q. Are you aware of the Westin hotel alcohol policies?

A. No, I'm not.

Q. If the Westin hotel policies were more stringent than the Columbia Sussex policies, which set of policies should Galleon Beach follow?

A. I believe to be in accordance with our agreement with Westin, that we would be required to follow their policies if they were more string /SKWAEPT.

Q. Okay. And by we at this point you mean Galleon Beach; is that correct?

A. Galleon Beach as a franchisee of Westin, yes.

Q. So we referred to Galleon Beach; is that correct?

A. Yes.

Q. Now, I believe you referred to our policies. I believe that was a Columbia Sussex?

A. That was more global response that these policies apply to all these, I use that word I don't want to use, affiliated companies.

Q. What is an affiliated company?

A. I invited that one, didn't I? My definition of an affiliated company is companies that have some common ownership string.

Q. Would your definition also include cops that are controlled by other companies?

A. It would include that, yes.

Q. Or under common control with other companies; is that correct?

Q. Does Mr. Yung own all the equity interest of Wimar Tours?

A. Yes.

Q. Are Wimar Tours and Columbia Sussex Corporation affiliated companies?

A. Yes.

Q. Would you include Galleon Beach in that group? Would they all three be affiliated companies?

A. I would say they are, yes.

Q. And if you include Casuarina Caymanian holding in that group, would they all four be affiliated companies?

A. Yes.

Q. And if you include Mr. Yung in that group, would all those persons be affiliated?

A. Yes.

Q. Mr. Mitchell, you've reviewed the alcohol policy that's in front of you; is that correct?

A. Not just today, but I mean I've reviewed it in the past. I think I'm familiar with most of its provisions.

Q. Do you recall if any testing, not just the educational institute testing was done with the employees at the Westin Casuarina?

A. I personally am not aware of what training was there.

Q. You just know that this policy was not followed; is that correct?

A. Yes.

Q. Who is Rick Lopez?

A. Rick Lopez currently is a staff account agent for Columbia Sussex who works with the accounts of Wimar Tours and Sun world International Airlines.

Q. And he prepared a report called a final audit, didn't he?

A. That was in his prior capacity as an internal auditor that he prepared that.

Q. As an internal auditor, did he audit financial aspects of the properties or did his audits extend beyond that?

A. The audit program that we use involves

procedures as spelled out in a document we referred to as the manager's manual. And also what we referred to as our safety and loss prevention manual. Copies are given to each property.

Q. Who prepares those two documents or manuals?

A. They were prepared under my direction, a variety of people help write those documents.

Q. But they're Columbia Sussex documents; is that correct?

A. In that -- they are policies and procedures that are disseminated to all the affiliated companies.

Q. By whom are they disseminated, by which corporate entity?

A. By, getting caught up in semantics here, but by each of the entities that the, you know, to be specific, technically, in Galleon Beach's case, one of the officers of Galleon Beach decided that that entity would follow Columbia Sussex's policies and procedures and therefore at the direction of one of the officers of Galleon Beach, those policies and procedures were sent to Galleon Beach to follow.

Q. Who did that?

A. That would have been myself and Stan Clayton working together, deciding that we felt it appropriate to have that property follow these policies and procedures.

Q. Is there some score sheet or objective criteria that's used in scoring these properties?

A. The audit program has specific questions or procedures that are to be followed or to be checked. And there's a score given based on the results of those specific questions or procedures that are tested.

Q. So there's a, there is somewhere a sheet or document that indicates how many points to deduct for each infraction; is that correct?

A. That's correct.

Q. Is that document readily available?











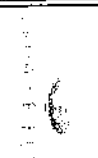





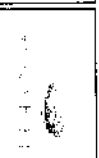


A. I believe it is, yes.

























Q. Is 76 a good score?

DOCUMENT REDACTED PER COURT ORDER

Columbia Sussex Hotel Properties

See The Whole Collection with

State	City	#	Name		
IN	Evansville	#134		Columbia Sussex Casino America	
OH	Columbus	#046		Columbia Sussex Casino America	
TX	El Paso	#067		Columbia Sussex Casino America	
Grand Cayman	Georgetown	#061		Columbia Sussex Casino America	
PA	Harrisburg	#074		Columbia Sussex Casino America	
MI	Romulus	#045		Columbia Sussex Casino America	
FL	Orlando	#047		Columbia Sussex Casino America	
VA	Richmond	#069		Columbia Sussex Casino America	
MO	St. Louis	#054		Columbia Sussex Casino America	
FL	Tampa	#071		Columbia Sussex Casino America	

LA	New Orleans	#116	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel New Orleans	
NY	Chicago	#113	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Chicago	
VT	Burlington	#112	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Burlington	
DC	Washington	#122	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Washington	
FL	Tampa	#119	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Tampa	
NY	Phillipsburg, Sint Maarten	#023	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Phillipsburg, Sint Maarten	
CA	San Diego	#118	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel San Diego	
IL	Itasca	#115	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Itasca	
Grand Cayman	Georgetown	#019	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Georgetown	
Canada	Toronto	#121	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Toronto	
NV	Las Vegas	#072	 WYNDHAM HOTELS & RESORTS	Wyndham Hotel Las Vegas	
			 WYNDHAM HOTELS & RESORTS		

Total Hot

Pharmaceutical Jobs

Find Your Next Job With
Monster - Browse 1000s of
Pharmacy Jobs!

Pharmaceutical Job Search

Pharmaceutical News and
Vacancies Learn More with
Science Jobs

Executive Search

Transnational search for
leaders in chemical, pharma
and BPO sectors

Free IT Job Center

Thousands of Open IT jobs.
Search, find, apply for a job
Now!

Ads by Google

[Hospitality News](#) | [Jobs](#) | [Discussions](#) | [Real Estate](#) | [Resources](#) | [Suppliers](#) | [Technology](#) | [Trade Shows](#) | [Trends](#) | [Reservations](#)

Job Menu

- [Employers](#)
- [Job Seekers](#)
- [Home](#)

Other Resources

- [Industry News Headlines](#)
- [Weekly Job Delivery](#)
- [Industry Events](#)
- [Real Estate Listings](#)
- [Resources/Web Links](#)
- [Supplier Guide](#)
- [Polls](#)
- [Book Club](#)
- [FAQ/Help](#)

Newsletters

Email Address

- ☒ [Daily Hotel Industry News](#)
- ☒ [Weekly Hospitality Newsletter](#)
- ☒ [Hospitality Trends](#)
- ☒ [Hospitality Technology](#)
- ☐ [Weekly Realty Update](#)

[Main](#) | [Categories](#) | [Search](#) | [Submit](#) | [Help/FAQ](#) | [Feedback](#)

Westin Casuarina Opens Luxury Spa

FORT MITCHELL, Ky.--(BUSINESS WIRE)--Feb. 13, 2002--Pleasure in Paradise. That's how the new Hibiscus Spa in the Westin Casuarina Resort and Spa on Grand Cayman Island is being described. The \$1.6 million facility features the most modern, luxurious, complete, and beneficial services to refresh and restore the mind, body, and spirit. Services include facials, body treatments, massages, and manicure and pedicure. The European style spa is equipped with ladies and couples whirlpools, private steam rooms and sauna rooms and is staffed by highly skilled personnel. Therapists are skilled in Swedish, deep tissue, Shiatsu, Reiki, and sports massage. LaStone therapy, aromatherapy, reflexology, and deep tissue massages are featured. Packages range from 2 to 5 hours and include a couples only special that includes a private massage room and hot tub for the ultimate in romance.

The Westin Casuarina Resort and Spa has been recognized by Conde Nast Traveler magazine in the 2002 Gold List. The Casuarina appears on the Reserve List, a new category this year, as a supplement to the Gold List. Conde Nast singled out the Casuarina as being blessed with amazing beach scenery. They referred to the Resort's staff as friendly, discreet making the vacation memorable even for your kids.

The Westin Casuarina Resort and Spa, located on the storied Seven Mile Beach, is a world-class resort welcoming the discriminating individual seeking an unforgettable tropical vacation experience. In addition to the Hibiscus Spa, the Westin Casuarina features two swimming pools with swim-up bar. Food service ranges from casual to fine dining and includes 24-hour room service. The Resort's Casa Havana restaurant specializes in seafood, but the cuisine is international with a Caribbean flavor. Casa Havana is the only restaurant on the island to receive the prestigious AAA Four Diamond Award. Service is impeccable and the wine list extensive. Most of the 343 rooms have French doors and balconies, luxurious appointments and marble baths. Reservations can be made at (800) WESTIN-1 (937-8461) or through a local travel agent. More information can be found at www.westin.com.

Seven Mile Beach, an area known for its beauty, convenience, and many amenities is recognized worldwide as one of the best beaches in the Caribbean. Grand Cayman Island provides something for everyone. It is one of the top diving destinations in the world. Nearby links provide world class golf in an extraordinary setting. The capital city of Georgetown features a wide array of shopping from fashions to antiques. Nightlife in Georgetown includes dancing, live entertainment, and dining under the stars.

The Westin Casuarina Resort and Spa is owned and operated by Columbia Sussex Corporation. With over 50 resorts and hotels nationwide, Columbia Sussex is one of the largest owners of hotels in the United States.

More Westin News

- [The Westin Detroit Metropolitan Airport Lands December 15](#)
- [Westin St. Francis Takes Top Honors as San Francisco Reservations Announces Second Annual Golden Suitcase Awards](#)
- [The Westin Dublin, Ireland Opens in the Heart of the City; Represents First Starwood Hotel Venture Into Ireland](#)
- [WESTIN DIPLOMAT RESORT & SPA'S CUTTING EDGE TECHNOLOGY FOR 21ST CENTURY CONVENTION RANKS HIGHEST AMONG COMPETITORS](#)
- [The Westin Diplomat Resort & Spa's Cutting Edge Technology](#)

Industries

- [Cruise](#)
- [Gaming](#)
- [Hotel](#)
- [Restaurants](#)
- [Travel](#)

More

- [Luxe Worldwide Hotels Opens Library Hotel in New York](#)
- [Caribbean Hotel Association Head John Bell Steps Down](#)
- [Triple Celebration for Raffles International's Hotels](#)
- [Five Austin Area Establishments Receive Distinguished AAA Four Diamond Ratings](#)
- [Marriott Courtyard Hotel, Kassel wins the Ultimate Service Award for Europe](#)

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT REDACTED PER COURT ORDER

UNITED STATES DISTRICT COURT
FOR THE EASTERN DISTRICT OF KENTUCKY
AT COVINGTON

- - - - -
LESLIE B. REYNOLDS, :
Individually and as :
Natural Parent and :
Guardian of :
LOUISE H. REYNOLDS, :
a Minor, :
:
Plaintiffs, :
:
VS. : CASE NO. 97-77
:
WESTIN HOTEL COMPANY, :
et al., :
:
Defendants. : - - - - -

Deposition of KELLIE ANN LOWELL, a witness
herein, called by the plaintiffs for cross-examination,
pursuant to the Federal Rules of Civil Procedure, taken
before me,

Wendy L. (Davies) Welsh, a Registered Professional
Reporter and Notary Public in and for the State of Ohio
at the Westin Casuarina Resort, Seven Mile Beach, West
Bay Road, Grand Cayman Island, British West Indies, on
Thursday, September 4, 1997, at 3:37 P.M.

MERIT
602 Main Street, Suite 703, Cinti., OH 45202
(513)381-8228 * (800)578-1542

KELLIE ANN LOWELL

having been duly sworn, was examined and testified as follows:

CROSS-EXAMINATION

BY MR. REYNOLDS:

Q. Would you state your name, please.

A. Kellie Ann Lowell.

Q. And does the Ann have an E on it?

A. No, it does not.

Q. Are you from Cayman, Ms. Lowell?

A. No, I'm from the United States.

Q. Where in the U.S.?

A. Massachusetts.

Q. How long have you been on Cayman?

A. Going into my third year.

Q. So you moved down in 1994?

A. '95.

Q. When in 1995?

A. Did I say that right? Let me think. In August of 1995.

Q. What did you do when you first arrived in Cayman?

MERIT

602 Main Street, Suite 703, Cinti., OH 45202
(513) 381-8228 * (800) 578-1542

A. Initially the hotel was not completed, and I worked on relocating guests who were anticipating staying here who were not going to be able to.

Q. So the hotel was supposed to open earlier than it actually opened?

A. Yes.

Q. And they booked reservations for the period of time before they opened?

A. Sure. So they were straightening out where guests would stay. That was my initial job.

Q. What was the initial target date for the opening of the hotel?

A. It was, I believe, September of 1995.

Q. What did you do before you moved down?

A. I was front office manager in St. Croix, in another property.

Q. Another Westin property?

A. Yes.

Q. How did you hear about this job?

A. It was within the same company, an opening. I was just interested in a transfer. This was being built, and it offered me an opportunity to come here.

Q. When you say "within the same company," do you mean within Westin or within Columbia Sussex?

A. It was a franchise property there, too.

Q. Sorry. I'm not following you.

A. I was working for Carambola Beach Resort there. And I was told about openings here and applied to work for Galleon here.

Q. So, it appears Carambola is owned by Columbia Sussex?

A. Yes.

Q. And the Westin here is owned by Columbia Sussex or controlled somehow by Columbia Sussex; is that correct?

A. I believe Columbia Sussex is doing business as Winmar Galleon Beach.

Q. Would you say that last name again.

A. Galleon Beach Resort, doing business as Galleon Beach.

Q. I thought you had a word before Galleon.

A. That actually was at the Radisson, their other property. I misspoke.

MERIT

602 Main Street, Suite 703, Cinti., OH 45202
(513)381-8228 * (800)578-1542

Q. So you believe that the Westin here on Grand Cayman is Columbia Sussex doing business as Galleon Resorts; is that correct?

A. I believe that to be true.

Q. What is your job here at the Westin?

A. My title is service express supervisor.

Q. How long have you held that job?

A. Since the opening of this resort.

Q. And that was December 1995; is that correct?

A. Correct.

Q. What does your job involve?

A. I oversee the service express command center, training, developing staff. It's a consolidated department; so we handle a variety of duties there. And I'm responsible for that operation.

Q. Who is your supervisor?

A. Mr. Reggie Finley.

Q. How many people do you have who report to you?

A. It fluctuates. Between 13 and 19.

Q. How many right now?

A. 16.

Q. Do you work a specific shift?

A. No.

DOCUMENT REDACTED PER COURT ORDER

DOCUMENT FILED BUT NOT SCANNED

(Scanned by Defendants)

Preparing for the New Millennium
CAYMAN ISLANDS



1998 ANNUAL REPORT &
OFFICIAL HANDBOOK

CAYMAN ISLANDS
1998
ANNUAL REPORT &
OFFICIAL HANDBOOK



Published by the Government of the Cayman Islands
August 1999

George Town, Grand Cayman
British West Indies

Contents

Looking Back at the 20th Century

A Pictorial, from the Cayman Islands National Archive, 5

Message from the Chief Secretary, 7



Preparing Government Finances for the New Millennium

Message from the Financial Secretary, 19

Sustaining Prosperity and Preserving Quality of Life

The Year in Review, 23

Calendar of Events, 31

Synopsis of Major Developments, 37

1



Steering a Course of Stability and Harmony

A report on the Islands' constitution, governance and administration

Measured progress, 47

Modernizing the government, 47

2



Redefining the Sister Islands

A report on new economic paths for Cayman Brac and

Little Cayman, 73

3



Protecting the Health and Safety of the People

A report on judicial, legal, safety and health measures

Law enforcement and public safety, 81

Health care, 87

4

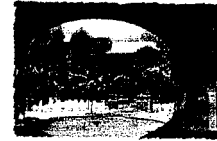


Improving the Value Equation

A report on key economic indicators and how national industries are faring

The national economy, 99
Industries, 103

5



Shaping the Future

A report on educational, social and cultural thrusts presaging the Islands' future

Education, 135
Social services, 147
Cultural and community affairs, 147
Sports and recreation, 189

6



Strengthening a Legacy of Environmental Protection

A report on weather, conservation and preservation efforts,
National Trust and environmental services, 211

7



Linking the Islands with the Global Village

A report on the Islands' communication networks and agencies

Telecommunications, postal services, and utilities, 227
Air and sea transport and public works, 237

8



Appendices

1. Physical Features, 245
2. The People and their History, 248
3. Cayman Islands Government, 254
4. Cayman Islands Economy, 280
5. Miscellaneous Statistical Data, 287
6. Miscellaneous Information, 295
7. Maps, 315



Index, 319

Acknowledgements, 323

6

LAW ENFORCEMENT AND PUBLIC SAFETY

The Judicial System

Justice in the Cayman Islands is administered at three levels – the Courts of Summary Jurisdiction (including, with effect from 1996, Youth Courts), the Grand Court and the Court of Appeal.

The Summary Court has a civil and criminal jurisdiction. In its criminal jurisdiction it roughly corresponds to the court of a stipendiary magistrate in England and Wales. The jurisdiction of the court is normally exercised by one or two legally qualified magistrates. Provision is, however, made for two lay justices of the peace to comprise a court of summary jurisdiction having a lesser jurisdiction than the court presided over by a magistrate.

Appeals from the Summary Court lie to the Grand Court. A magistrate sits with a jury as coroner for the Islands.

The Grand Court is a superior court of record and is presided over by a judge. Its jurisdiction is defined in the constitution and in the Grand Court Law. In general, it has the same jurisdiction as does the High

Court of Justice of England and Wales in all its divisions, including admiralty, bankruptcy and matrimonial proceedings. It administers the common law and the law of equity of England, as well as locally enacted laws and applied laws.

An appeal lies from the Grand Court to the Cayman Islands Court of Appeal. It is composed of a president and not less than two judges of appeal who hold or have held high judicial office. A judge of the Grand Court may exercise any of the powers of a single judge of the Court of Appeal. Further appeal lies, in certain circumstances, to the Judicial Committee of the Privy Council in London.

The Youth Court

Matters relating to juveniles were formerly dealt with in accordance with the provisions of the Juveniles Law by the Juvenile Court, a court of summary jurisdiction. With the coming into effect of the Youth Justice Law and the establishment of a Youth Court, the sections relating to the commission of crime by young persons aged under 17 were repealed and replaced by provisions giving general jurisdiction to try all summary offences committed by young persons. With the coming into effect of the Children Law, a wider function relating to the general welfare of young people will be conferred upon the Grand Court and the Summary Court.

The Youth Court is presided over by a magistrate sitting alone or with two Justices of the Peace, at least

The Attorney General's Chambers.....	82
Royal Cayman Islands Police (RCIP)	82
911 Emergency Communications	83
Fire Service	83
Northward Prison.....	84

one of whom must be of the opposite sex to the magistrate, or by three Justices of the Peace, at least one of whom must be a woman.

Appointments

The Cayman Islands has three resident judges, three magistrates and 98 Justices of the Peace. Magistrates are appointed by the Governor. Judges of the Grand Court and Court of Appeal are appointed in accordance with instructions from the Secretary of State. The Governor on the advice of the Secretary of State appoints one of the judges to be the Chief Justice. To qualify for appointment as a Grand Cayman court judge or magistrate, a person must be qualified to practise as a barrister or solicitor and have practised as such, in the case of a Grand Court judge, for not less than 10 years; in the case of a magistrate, for not less than five years.

The Attorney General's Chambers

Under the Constitution the Attorney General is the principal legal adviser to the Cayman Islands Government, and exercises control over criminal prosecutions. The Attorney General's Chambers is divided into three areas, all of which report to the Attorney General, who has overall responsibility for the Portfolio of Legal Affairs. The Attorney General is directly assisted by a legal executive and secretary.

Legislative Drafting

The Legislative Drafting Section consists of three draftspersons and one support staff member, who prepare primary legislation for enactment by the Legislative Assembly, secondary legislation, and interpret statute law for the government and its legal service. Drafting is done on instructions from ministries, subject to Executive Council's decisions on policy and the overall supervision by the Attorney General.

Solicitor General/Legal Department

The Legal Department is managed on a day-to-day basis by the Solicitor General, and consists of two teams of lawyers, one of which prosecutes criminal cases. The other team mainly defends civil litigation and judicial review proceedings, with both providing legal advice, all on behalf of the Attorney General. In addition to giving legal advice, the Solicitor General prosecutes and appears in judicial review cases.

The department also assists the Central Authority (Chief Justice) under the Mutual Legal Assistance Treaty with the United States, which permits the exchange of information on criminal matters. Extradition and letters rogatory are also dealt with on behalf of the Attorney General who is the Mutual Legal Assistance Authority under the Misuse of Drugs (International Corporation) Law and Proceeds of Criminal Conduct law. The Legal Department consists of the Solicitor General, three senior crown counsel, nine crown counsel, secretaries and support staff.

Cayman Islands Law School

Affiliated to the University of Liverpool, the Law School provides degree level education for law students on a full- and part-time basis, followed by a professional practice course. The Director of Legal Studies and five lecturers comprise the educational staff, in addition to support staff. The Law School is an integral part of the Portfolio of Legal Affairs and is the responsibility of the Attorney General. A Legal Advisory Council advises the Governor-in-Council as to the system of legal education.

Royal Cayman Islands Police

The Royal Cayman Islands Police Force is a national service with a complement of 250 police officers and 50 support staff. A central police station in George Town houses the main policing thrust but local polic-

ing is devolved to sub-stations at Bodden Town, East End, North Side, West Bay and Cayman Brac.

The emphasis on activity during 1998 was on planned policing. This ensures that the policing time available was fully directed toward solving the problems faced.

Community policing, at the forefront of which are efforts to establish a community constable in every area of the Cayman Islands, made significant progress.

Response to emergencies has been improved by greater involvement of more highly trained and better-equipped officers from the Traffic Department, while the criminal investigation side has concentrated more on developing a targeted approach to known criminals.

Recorded Crime

The Cayman Islands remains one of the safest places to live in the world. The year 1998 saw a reduction of 10.6 percent on the previous year, bringing the total recorded crime down to 3,173. The detection rate is the envy of the civilised world.

Illegal Drugs

Although the visitor and, indeed, non-participating resident, may hardly notice drug-related activity, the Cayman Islands' strategic location in the Caribbean makes it vulnerable to worldwide problem of drug abuse.

The number of arrests for drug offences has increased considerably in 1998 over previous years. Drug statistics are notoriously deceptive because they measure police activity rather than the latent problem. However, the service's Drug Task Force and Marine Unit have exceeded all reasonable expectations in their performance and, in conjunction with the National Drug Council and schools, have made a significant impact on prevention, education, rehabilitation

and enforcement.

Road Safety

It is not obligatory to report all road traffic accidents to the police. For example, some damage-only categories require exchanged particulars only. Reported accidents in 1998 fell by 4.8 percent, to 457. There were two fatal accidents, the same as for 1997, but both years reflected significant reductions on the 19 in 1996 and on the norm in previous years.

9-1-1 Emergency Communications

With the implementation of the street addressing programme in the three islands, 911 is better able to provide more accurate and concise information on location of accidents. This greatly facilitates speedier emergency response.

Cayman Brac and Little Cayman are now on-line and their emergency calls are received at the centre on Grand Cayman.

Ongoing training for 911 operators will not only equip them for their role in the Communications Centre, but also qualify them to assist other emergency services as responders out in the field.

The 911 service is growing at a rapid rate in terms of call volume. With the introduction of the monitoring of marine and air traffic communications, 911 responds to calls for assistance from cruise ships, oil tankers, the US Air Force, and civilian aircraft.

Fire Service

During 1998 the Fire Service responded to 740 fires and other incidents, reflecting a decline of approximately six percent on 1997. The value of property involved in fires during 1998 was estimated at \$5,884,515, with an estimated \$567,995 attributed to actual damage to property.

Estimated value of property saved as a result of direct intervention by the Fire Service was calculated at \$5,316,520.

Of the 740 fires and incidents dealt with, 18 fires

warranted a full investigation. Of the total, 44.4 percent were assessed as accidental, arson was suspected in 44.4 percent, while the cause of the remaining 11.1 percent was undetermined.

In other aspects of work, the department reviewed 235 sets of architectural drawings and carried out 609 inspections.

In 1998, five young Caymanians were recruited and given an intensive three-month fire and rescue training course, which they successfully completed in December, bringing the staff complement to 126.

The service continued to give priority to the development of its human resources. During 1998, 13 middle managers and supervisors attended advanced courses in fire fighting and rescue at institutions in the UK and USA.

Northward Prison

One of the principal concerns during 1998 was the increasing inmate population, making demands for contingency planning to compensate for the deficient housing facilities. The increased population challenged staff to remain focused on maintaining proper control and supervision.

Staffing

Of a staff complement of 116, there were 99 uniformed officers. The staff complement grew by 7.41 percent over 1997; among these were two principal officers from the United Kingdom.

Training included a control and restraint course conducted by two UK instructors; refresher training was intensified for all line officers, and other personnel working in the prison. First aid and CPR training was also offered. The principal officer for administration completed a crown agents' advanced prison management course in the United King-

dom. Emergency exercises strengthened officers' capacity to respond to crises. Probation officers at the Social Services Department of Government conducted training for a group of officers in behavioural management and group counselling.

Inmate Population

The average daily prison population was 246 during 1998, an increase of 11.8 percent over 1997. Caymanians formed the largest component (65 percent), followed by Jamaicans (27 percent). The remaining 8 percent was drawn from several countries, including Honduras, Canada, USA, and Cuba. The number of convicted prisoners incarcerated for drug-related offences represented 35.5 percent of the total inmate population.

Security and Rehabilitation

The objective of the prison service is to keep inmates in safe custody, while providing rehabilitative programmes for offenders. Security was paramount and there were no escapes during 1998. The prison main-

Prison Chaplain Peter Van Der Bol Sets Spirits Free at Northward
Her Majesty's Prison Northward has a new sanctuary at the centre of the complex, the "Upper Room Chapel."

The idea for the chapel began in 1998 when the prison chaplain, Mr. Peter Van Der Bol, presented it at the annual general meeting of the Cayman Islands Chapter of the Prison Fellowship International. With support from the community and hard work from the inmates, construction began on 3rd August, 1998.

Prison Chaplain Van Der Bol is proud of this effort. "I feel a sense of accomplishment. I set myself a goal and we achieved that goal very quickly, in ten months, in fact. It was very satisfying to see everyone working together with a sense of purpose. There is a pride factor involved, not only for me but also for the inmates; they built it. It is their chapel and people are still coming up with ideas."

The new chapel has allowed for a much larger congregation to gather and more services to be held. Prison Chaplain Van Der Bol explains: "It is a much better environment in which to worship; it is a sanctuary in the middle of the prison."

tains a policy of zero tolerance in relation to drug usage; mandatory drug-testing is enforced. Educational programmes experienced increased participation, and literacy classes were conducted by volunteers from the community, with assistance from the Rotary Club of Grand Cayman. Courses in computer training and other academic areas were also offered. Nine inmates achieved a 100 percent pass rate in the GCE English 'O' Level examination.

Vocational training was offered in electronics, cosmetology, handicrafts, ceramics, auto mechanics and bodywork, joinery, construction, agriculture, and tailoring.

A full-time nurse and other trained professionals in the required fields provided comprehensive health-care.

Physical Facilities

The prison's woodwork and craft area was expanded, and a tailoring and barbershop facility was constructed. Under the sponsorship of local churches, a chapel was completed in the first quarter of 1999. This facility has a seating capacity of 200, office space for the prison chaplain and a separate counselling area. Preventive maintenance continued to be carried out as required on other inmate facilities.



13

CULTURAL AND COMMUNITY AFFAIRS

The Role of the Ministry of Community Affairs

The role of the Ministry of Community Affairs is to promote a sustainable, high quality of community life, to keep pace with the level of economic development in the three Cayman Islands, and to ensure that each individual has the maximum opportunity to achieve his or her highest level of self-fulfillment and personal development, in terms of the physical, social, moral and spiritual aspects of life.

The key areas of focus for the Ministry for 1998 were support for women's issues, the National Pensions Law, and youth and the arts.

Women's Issues

- The Cayman Islands officially observed International Women's Day on 8th March. The entire month focused on the women of Cayman.
- The ministry continued to develop and maintain the Women's Resource Centre (WRC) as a focal point for public information and education. The centre is also used as a meeting place for community groups, and offers free legal advice through the auspices of the Legal Befrienders Clinic.
- A programme officer for the Women's Resource Centre was hired to coordinate public education programmes and volunteers at the WRC, and develop the resource library.
- Work continued on setting up a Women's Advisory Committee.

National Pensions Law

The amended National Pensions Law was passed in the Legislative Assembly in April, and came into effect on 1st June. The National Pensions Law (1998 Revision) was published with Gazette No. 19 of 14th September, and consolidated all existing pensions laws. Further amendments were drafted in November and were slated for parliamentary debate in 1999.

Publicity for Pensions Law

The ministry undertook a publicity drive, featuring the revised booklet, *The Proposed Cayman Islands Pension Law Explained*, newspaper articles, radio and television interviews and presentations to groups.

Arrangements were finalised in November for applications for trade and business licences and for

The National Art Gallery	175
The Cayman National Cultural Foundation	175
Cultural and Historical Preservation	177
The Cayman Islands National Archive	177
The Cayman Islands National Museum	184
The Public Library	186

3

APPENDIX

Chief Officers, at 31 December, 1998

Governor of the Cayman Islands:

Mr. John Wynne Owen, CMG, MBE

Chief Justice of the Cayman Islands:

The Hon. Anthony Smellie, QC, JP

Speaker of the House:

The Hon. Mabry S. Kirkconnell, MBE, JP

Portfolio of Internal & External Affairs

Chief Secretary: Mr. James M. Ryan, MBE, JP

Deputy Chief Secretary: Mr. Donovan Ebanks, MBE

District Commissioner: Mrs. Jenny Manderson, MBE, JP

Commissioner of Police: Mr. David Thursfield, QPM

Permanent Secretary/Personnel:

Mr. Graham Wood (Atg.)

Chief Immigration Officer: Mr. Orrett Connor

Director of Prisons: Mr. Eric Smith

Director, Computer Services: Mr. Gilbert McLaughlin

Manager, Information Technology Strategy Unit:

Mr. David Archbold

Chief Information Officer: Mrs. Joan Scott-Campbell (Atg.)

Passport Officer: Mrs. Janice McLean

Clerk of the Legislative Assembly: Mrs. Georgette Myrie

Clerk of the Executive Council: Mrs. Carmena Parsons

Director of Broadcasting: Mr. Loxley Banks

Portfolio of Legal Administration

Attorney General: The Hon. David Ballantyne

First Legislative Counsel: Mr. Clive Grenyer

Solicitor General: Mr. Samuel Bulgin

Director of Legal Studies: Mr. Mitchell Davies

Portfolio of Finance and Economic Development

Financial Secretary, The Hon. George A. McCarthy,
OBE, JP

Deputy Financial Secretary: Mr. Joel Walton, JP

Registrar General/Registrar of Companies:

Mr. Delano Solomon, JP

Director, Cayman Islands Shipping Registry:

Mr. Peter Gibbs

Accountant General: Mrs. Sonia McLaughlin

Collector of Customs: Mr. Carlon Powery

Appendix 3: Cayman Islands Government

Government Directory	256
Recent Legislation	270
Motions Tabled in the Legislature	272
Financial Services Regulatory Regime and Avenues of International Assistance	275

Appendices

Chief Statistician: Mr. Brian Boxill

Director of Internal Audit: Mr. Richard Roberts (Atg)

Director of Budget and Management Unit:

Mr. Peter Gough

Ministry of Education, Aviation and Planning

Member of the Executive Council: The Hon. Truman M. Bodden, OBE, JP

Permanent Secretary: Mrs. Joy Basdeo, JP

Chief Education Officer: Dr. John Tudor

Principal, Community College: Mr. Sam Basdeo

Director of Planning: Mr. James Corcoran

Ministry of Community Development, Sports, Women's Affairs, Youth and Culture

Member of the Executive Council: The Hon. Julianna O'Connor-Connolly, JP

Permanent Secretary: Mr. Carson Ebanks, JP

District Commissioner: Mrs. Jenny Manderson, MBE, JP

Director of Labour and Human Resources: Mr. Dale Banks

Sports Coordinator: Mr. Charles Branche

Director, Cayman Islands National Archive:

Dr. Philip Pedley

Director, Cayman Islands National Museum:

Miss Anita Ebanks

Librarian, Public Library: Mrs. Susan Miller-Tennant

Ministry of Agriculture, Communications, Environment and Natural Resources

Member of the Executive Council: The Hon. John B. McLean, OBE, JP

Permanent Secretary: Mr. Kearney Gomez, MBE, JP

Chief Engineer, Public Works: Mr. Colford Scott

Postmaster General: Mrs. Mona Banks-Jackson, MBE

Chief Agricultural & Veterinary Officer: Dr. Alfred Benjamin

Director, Department of the Environment:

Mrs. Gina Ebanks-Petrie

Director, MRCU: Dr. William Petrie

Director, Department of Environmental Health:

Mrs. Teresa Kuczynski

Director, Department of Vehicle and Equipment Services:

Mr. Philip Tatum

Director of Lands & Survey/Registrar of Lands:

Mr. Clark Buchanan, JP

Ministry of Tourism, Commerce, Transport and Works

Member of the Executive Council: The Hon. Thomas C. Jefferson, OBE, JP

Permanent Secretary: Mr. Harding O. Watler, JP

Director of Tourism: Mrs. Angela Martins

Chief Fire Officer: Mr. Kirkland H. Nixon, QFSM, MBE

Ministry of Health, Social Welfare, Drug Abuse Prevention and Rehabilitation

Member of the Executive Council: The Hon. Anthony Eden, OBE, JP

Permanent Secretary: Ms. Andrea Bryan, JP

Director of Health Services Department:

Mr. Mervyn Conolly

Chief Medical Officer: Dr. Gerald Smith (Atg.)

Medical Officer of Health: Dr. A. Kiran Kumar

Chief Nursing Officer: Mrs. Eloise Reid, MBE

Manager, Ancillary and Support Services:

Mrs. Cathy Gomez

Medical Officer in Charge, Faith Hospital:

Dr. Sanjib Mohanty

Chief Dental Officer: Dr. Trevor Barnes

Director of Social Services: Mrs. Deanna Look Loy

Coordinator, Cayman Counselling Centre:

Ms. Terri Foster (Atg.)

The Judiciary

Chief Justice: The Hon. Anthony Smellie, QC, JP

Puisne Judges: The Hon. Henry Graham, JP

The Hon David Murphy, JP

4

APPENDIX

SUMMARY OF GOVERNMENT REVENUE AND EXPENDITURE 1995-1998 IN (CIS\$000s)

REVENUE	1996 (Actual)	1997 (Unaudited)	1998 (Estimated)
Duty	100,665	110,683	131,777
Tax	16,326	18,060	20,381
Licences	18,929	20,685	23,665
Sales	4,094	4,951	5,069
Fees	41,433	48,140	51,485
Fines	868	1,279	1,285
Services	1,458	1,553	1,590
Rentals/Leases	386	640	465
Loans/Interest	1,854	1,873	1,509
Miscellaneous	1,461	884	893
Contributions/Repayments	7,688	8,978	10,031
Total Recurrent Revenue	195,162	217,726	248,150
Loan Receipts	22,381	25,393	20,600
TOTAL REVENUE	217,543	243,119	272,790

Appendix 4: Cayman Islands Economic Data

Recurrent, Capital & Statutory Expenditure.....	281
Consumer Price Index	282
Imports and Exports and Balance of Trade	283
Work Permits (at year-end)	283
Work Permits by Occupational Group	283
Visitor & Tourism Arrivals	284
Currency in Circulation	284
Total Company Registration	285
Banks, Trusts, Mutual Funds and Insurance Statistics	286

Appendices

RECURRENT EXPENDITURE (by Portfolio) (CI\$000s)

	1996 (Actual)	1997 (Unaudited)	1998 (Estimated)
Office of the Governor Internal & External Affairs	3,104 28,589	3,695 31,873	4,118 29,470
Legal Affairs	1,837	2,122	2,418
Finance & Development	23,581	22,049	22,535
Tourism, Commerce Transport	21,928	24,565	29,029
Comm. Affairs, Sports, Women, Youth, & Culture	13,212	15,297	12,068
Health, Social Welfare Drug Abuse Prev. & Rehab.	20,756	25,657	41,636
Agriculture, Env., Comm. & Works	21,136	25,535	29,767
Education, Aviation & Planning	22,580	30,836	35,791
Total	<u>156,723</u>	<u>181,629</u>	<u>206,832</u>

CAPITAL EXPENDITURE (CI\$000s)

Capital Acquisitions			8,574
From Revenue	11,710	20,799	3,170
From Loan Funds	22,381	25,394	20,600
From Environmental Protection Fund	-	-	2,040
From Infrastructure Fund	-	-	2,000
	<u>34,091</u>	<u>46,193</u>	<u>27,810</u>

STATUTORY EXPENDITURE (CI \$000s)

Public Debt Charges	9,990	13,094	17,406
Other Stat. Exp.	4,837	5,308	13,025
	<u>14,827</u>	<u>18,402</u>	<u>30,431</u>
Total Expenditure	<u>205,641</u>	<u>246,224</u>	<u>273,647</u>

Source: Accountant General of the Cayman Islands, 1999

5

APPENDIX

FIRE DEPARTMENT STATISTICS, 1989-98

All calls	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
	362	235	552	556	494	502	517	578	786	799

PORT STATISTICS, 1995-98

Grand Cayman	1995	1996	1997	1998
Cruise ship calls	503	528	572	518
Ships trading	30	46	47	51
Port calls	266	302	316	347
Port working days	288	290	279	279
Tons unloaded	160,615	173,540	201,337	221,379
Containerized cargo	77.4%	79.8%	77%	77%

Cayman Brac

Ships trading	15	15	14	16
Port calls	52	55	55	56
Cruiseship calls	0	5	278	277
Port working days	277	279	278	223
Tons unloaded	6,335	7,113	8,793	9,504

Appendix 5: Miscellaneous Statistical Data

Crime	288
Road Traffic	288
Court Statistics	289
Air Traffic	290
Post Office Boxes	291
Postal Service	292
Population, Births Deaths and Marriages	293
Health Statistics	294

Appendices

Category	CRIME 1998	
	reported crime	detected crime
	2957	2228
Offences against public order	122	109
Offences against administration of lawful authority	14	13
Offences of sexual impropriety	64	43
Offences of disorderliness	67	60
Offences against the person	316	251
Offences against property	998	481
Offences of malicious damage to property	152	101
Forgery, coining, counterfeiting	70	46
Misuse of drugs law		
offences involving ganja	558	554
Offences involving cocaine	490	465
Miscellaneous drug offences	106	105
Customs law	-	-
Police force law	110	109
Liquor licence law	5	4
Marine Conservation Law	49	49
Firearm law	22	21
Juvenile law	-	-
Gambling law	6	6
Animal law	15	11
Telephone law	7	2
Other miscellaneous offences	77	53

ROAD TRAFFIC STATISTICS				
	Vehicles Imported	Traffic Registered	Traffic Accidents	Traffic Offences
1991	1,744	14,339	693	5,645
1992	1,773	14,707	820	4,751
1993	1,838	15,048	769	4,241
1994	2,283	15,804	753	5,816
1995	2,473	17,427	1,072	6,064
1996	2,898	19,164	775	4,643
1997	3,204	20,602	480	7,712
1998	3,021	20,250	453	7,512

Appendices

COURT STATISTICS, 1994-98

	1994	1995	1996	1997	1998
Grand Court					
Indictments	48	76	64	64	67
Civil cases					
(incl. Admiralty)	452	494	619	782	719
Estates	124	127	183	145	105
Divorces	149	140	144	151	168
Adoptions	10	5	5	3	6
Legal Aid					
Civil	237	192	190	205	203
Criminal	102	129	144	196	155
Attorneys licensed					
to practise	124	140	147	170	218
Limited admissions					
to attorneys	19	36	34	42	39
General admissions	21	16	23	30	35
Notaries public					
licensed	136	144	150	167	177
Appeals to Grand Court					
Civil	0	0	2	5	4
Criminal	65	71	49	82	52
Court of Appeal (crim.)	52	32	51	52	76
Court of Appeal					
(Civil, inc. misc.)	34	24	19	41	73
Privy Council	5	1	1	1	6
Summary Court					
Criminal cases	5,401	5,648	4,905	5,221	4,983
				(Incl. Cay. Brac	(Incl. Cay.
				[104])	Brac[60])
Civil cases	412	388	762	1,380	1,604
Maintenance and					
affiliation	82	81	77	72	64
Deaths reported					
to Coroner	37	38	29	37	34
Youth Court	208	185	145	197	243
				(Incl. care &	
				Prot. [34])	
Justices of the Peace					
Grand Cayman	71	80	81	81	79
Cayman Brac	11	13	13	13	15

CAYMAN ISLANDS



1999 ANNUAL REPORT &
OFFICIAL HANDBOOK

CAYMAN ISLANDS
1999
ANNUAL REPORT &
OFFICIAL HANDBOOK



Published by the Government of the Cayman Islands
July 2000

George Town, Grand Cayman
British West Indies

Contents

Sustaining Prosperity and Preserving Quality of Life

The Year in Review

Chapter 1 – Calendar of Events, 12

Chapter 2 – Synopsis of Major Developments, 17

1



Steering a Course of Stability and Harmony

A report on the Islands' constitution, governance and administration

Chapter 3 – Government, 29

Chapter 4 – Administration, 47

2



Growing the Economy and Strengthening Industries

A report on key economic indicators and how national industries are faring

Chapter 5 – Economy and Public Finances, 53

Chapter 6 – Industries, 57

Chapter 7 – Development Agencies, 73

3



Protecting the Health and Safety of the People

A report on judicial, legal, safety and health measures

Chapter 8 – Law Enforcement and Public Safety, 83

Chapter 9 – Health Care in the Cayman Islands, 91

4



Shaping the Future

A report on educational, social and cultural thrusts presaging the Islands' future

Chapter 10 – Education, 105

Chapter 11 – Social Services, 113

Chapter 12 – Cultural and Community Affairs, 131

Chapter 13 – Sports and Recreation, 143

Chapter 14 – Information Services and the Media, 151

5



Strengthening a Legacy of Environmental Protection

A report on weather, conservation and preservation efforts,

National Trust and environmental services

Chapter 15 – The Weather, 159

Chapter 16 – Preservation and Conservation of the Natural Environment, 161

Chapter 17 – Environmental Services, 165

6



Redefining the Sister Islands

A report on economic & social developments in Cayman Brac and Little Cayman

Chapter 18 – Sister Islands, 173

7



Linking the Islands with the Global Village

A report on the Islands' communication networks and agencies

Chapter 19 – Telecommunications, Postal Services and Utilities, 179

Chapter 20 – Air and Sea Transport, 189

8



Appendices

1. Physical Features, 197
2. The People and their History, 200
3. Cayman Islands Government, 205
4. Cayman Islands Economic Data, 224
5. Miscellaneous Information, 227
6. Maps, 241



Index, 245

Acknowledgements, 249

8 LAW ENFORCEMENT AND PUBLIC SAFETY

Justice in the Cayman Islands received a boost in 1999 with recommendations for new sentencing options and the introduction of new systems to reduce waiting time for criminal trials. There were advances during the year in other law enforcement sectors as well, notably in the RCIP, which reported a 12.1% reduction in crime. This took the total recorded crime down to 2,877 per capita, the rate of an English rural county. The RCIP reported an enviable 72.9% detection rate.

The Judicial System

Justice in the Cayman Islands is administered at three levels – in the Summary Court (including, with effect from 1996, the Youth Court, formerly the Juvenile Court), the Grand Court and the Court of Appeal.

The Youth Court

The Youth Court has general jurisdiction to try all summary offences committed by juveniles under 17 years of age. With the Children Law coming into effect, a wider function relating to the general welfare of young people will be conferred on the Grand and Summary courts.

The Youth Court is presided over by a magistrate sitting alone or with two justices of the peace, at least one of whom must be of the opposite gender to the magistrate, or by three justices of the peace, at least one of whom must be a woman.

The Summary Court

The Summary Court has a civil and criminal jurisdiction. In its criminal jurisdiction, it roughly corresponds to the court of a stipendiary magistrate in England and Wales.

One or two legally qualified magistrates normally exercise jurisdiction, although provision is made for two lay justices of the peace to preside.

A magistrate sits with a jury as coroner for the Islands.

Grand Court

Appeals from the Summary Court lie to the Grand Court. The Grand Court is a superior court of record whose jurisdiction is defined in the Constitution of the Cayman Islands and in the Grand Court Law. In general, it has the same jurisdiction as the High Court of Justice of England and Wales and its divisions. The Grand Court administers the common law and the law of equity of England, as well as locally enacted laws and applied laws.

The Cayman Islands Court of Appeal and the Judicial Committee of the Privy Council

Appeals from the Grand Court lie to the Cayman Islands Court of Appeal, composed of a president and not less than two judges of appeal who hold or have held high judicial office. A judge of the Grand Court may exercise any of the powers of a single judge of the Court of Appeal. Further appeal lies, in certain circumstances, to the Judicial Committee of the Privy Council in London.

Appointments to the Bench

The Cayman Islands has three resident judges, three magistrates and 95 justices of the peace, some of whom serve as lay magistrates. The Governor appoints magistrates. Judges of the Grand Court and the Court of Appeal are appointed in accordance with instructions from the Secretary of State. The Governor, on the advice

The Attorney General's Chambers.....	84
Royal Cayman Islands Police (RCIP)	86
911 Emergency Communications	86
Fire Service	88
Northward Prison.....	88

Law Enforcement and Public Safety

Grand Court Crime	1997	1998	1999	Change 1997/99
Indictments outstanding	63	35	18	-71%
Average number of days from receipt in Grand Court to disposal	338	356	167	-51%
Age of oldest indictment outstanding	45 months	23 months	18 months	-59%
Summary Court Crime	1997	1998	1999	Change
Cases outstanding over 2 years	*	84	6	-93%
Part-heard Trials	*	56	7	-87%
Age of oldest case	*	50 months	22 months	-56%
*statistics not kept prior to 1998				

of the Secretary of State, appoints one of the judges to be the Chief Justice. To be eligible for appointment as a judge or a magistrate, a person must be a qualified barrister or solicitor, who has, in the case of a Grand Court judge, practised for a minimum of ten years; in the case of a magistrate, for not less than five years.

Key Achievements in 1999

The Chief Justice appointed in 1999 a Sentencing Advisory Committee that made a number of proposals with regard to sentencing options, foremost of which was a new structure for Community Service Orders. In a renewed effort to apply technology to improving efficiency at the Courts, a new computerized case management system went live in November.

The following charts indicate the success rate for this new system, which will track criminal cases from receipt to disposal:

Another indicator of the success of the new case management system was the reduction in waiting time for trial of complex civil cases, which in 1999 decreased from an average of nine to six months.

The following statistics show court matters and other relevant data for 1994-1999:

The Attorney General's Chambers

Under the Constitution the Attorney General is the principal legal adviser to the Cayman Islands Government,

and exercises control over criminal prosecutions. The Attorney General's Chambers is divided into three areas, all of which report to the Attorney General, who has overall responsibility for the Portfolio of Legal Affairs. The Attorney General is directly assisted by a legal executive and secretary.

Legislative Drafting

The Legislative Drafting Section consists of three draftspersons and one support staff member, who prepare primary legislation for enactment by the Legislative Assembly, secondary legislation, and interpret statute law for the government and its legal service. Drafting is done on instructions from ministries, subject to Executive Council's decisions on policy and the overall supervision by the Attorney General.

Solicitor General/Legal Department

The Legal Department is managed on a day-to-day basis by the Solicitor General, and consists of two teams of lawyers, one of which prosecutes criminal cases. The other team mainly defends civil litigation and judicial review proceedings, with both providing legal advice, all on behalf of the Attorney General. In addition to giving legal advice, the Solicitor General prosecutes and appears in judicial review cases.

The department also assists the Central Authority (Chief Justice) under the Mutual Legal Assistance Treaty

Law Enforcement and Public Safety

COURT STATISTICS, 1994-99

	1994	1995	1996	1997	1998	1999
Grand Court						
Indictments	48	76	64	64	67	61
Civil cases (incl. Admiralty)	452	494	619	782	719	750
Estates	124	127	183	145	105	135
Divorces	149	140	144	151	168	156
Adoptions	10	5	5	3	6	1
Legal Aid						
Civil	237	192	190	205	203	169
Criminal	102	129	144	196	155	162
Attorneys licensed to practise	124	140	147	170	218	227
Limited admissions to attorneys	19	36	34	42	39	48
General admissions	21	16	23	30	35	25
Notaries public licensed	136	144	150	167	177	191
Appeals to Grand Court						
Civil	0	0	2	5	4	3
Criminal	65	71	49	82	52	107
Court of Appeal (crim.)	52	32	51	52	76	49
Court of Appeal (Civil, inc. misc.)	34	24	19	41	73	35
Privy Council	5	1	1	1	6	6
Summary Court						
Criminal cases	5,401	5,648	4,905	5,221 (Incl. Cay. Brac [104])	4,983 (Incl. Cay. Brac[60])	5020 Incl. Cay. Brac [91]
Civil cases	412	388	762	1,380	1,604	1,403
Maintenance and affiliation	82	81	77	72	64	102
Deaths reported to Coroner	37	38	29	37	34	29
Youth Court	208	185	145	197 (Incl. care & Prot. [34])	243	176
Justices of the Peace						
Grand Cayman	71	80	81	81	79	80
Cayman Brac	11	13	13	13	15	15

Law Enforcement and Public Safety

with the United States, which permits the exchange of information on criminal matters. Extradition and letters rogatory are also dealt with on behalf of the Attorney General who is the Mutual Legal Assistance Authority under the Misuse of Drugs (International Corporation) Law and Proceeds of Criminal Conduct law. The Legal Department consists of the Solicitor General, three senior crown counsel, nine crown counsel, secretaries and support staff.

Cayman Islands Law School

Affiliated to the University of Liverpool, the Law School provides degree level education for law students on a full- and part-time basis, followed by a professional practice course. The Director of Legal Studies and five lecturers comprise the educational staff, in addition to support staff. The Law School is an integral part of the Portfolio of Legal Affairs and is the responsibility of the Attorney General. A Legal Advisory Council advises the Governor-in-Council as to the system of legal education.

Royal Cayman Islands Police

The Royal Cayman Islands Police (RCIP) Service is a national service with a complement of 270 police officers and 40 support staff. Central Police Station in George Town houses the main policing thrust, while local policing is devolved to sub-stations at Bodden Town, East End, North Side, West Bay and Cayman Brac.

The emphasis on activity during 1999 was on planned policing. This ensured that the policing time available was fully directed towards solving problems faced.

Community policing made significant progress with the assignment of a constable to every community in the Cayman Islands.

Response to emergencies has been improved by greater involvement of more highly trained and better-equipped officers from the Traffic Department. The Criminal Investigation side has concentrated more on developing a targeted approach to known criminals.

Recorded Crime

The Cayman Islands remains one of the safest places to live in the world. The total recorded crime decreased to 2,877 per capita, a 12.1% reduction over 1998. The detection rate was recorded at 72.9 %.

Illegal Drugs

Although visitors and, indeed, non-participating residents, may hardly notice any drug-related activity, the Cayman Islands' strategic location in the Caribbean makes it vulnerable to the worldwide problem of drug trafficking and abuse.

The number of arrests for drug offences increased considerably in 1999 over previous years. Drug statistics are notoriously deceptive because they measure police activity rather than the latent problem. However, the RCIP's Drug Task Force and Marine Unit have exceeded all reasonable expectations in their performance and, in conjunction with the National Drug Council and schools, have made significant impact on prevention, education, rehabilitation and enforcement.

Road Safety

It is not obligatory to report all road traffic accidents to the police. For example, some damage-only categories require exchanged particulars only. In this context, reported accidents in 1999 fell by 7% percent, to 485. There were nine fatal accidents, which is a disappointing rise from the two fatalities in each of the previous two years, although it is better than the 19-fatality norm of the mid-1990s.

9-1-1 Emergency Communications

With the implementation of the street addressing programme in the three islands, 911 has access to more accurate and concise information on location of accidents. This greatly facilitates speedier emergency response.

Cayman Brac and Little Cayman are now on-line and their emergency calls are received at the centre on Grand Cayman.

Ongoing training for 911 operators not only equips them for their role in the Communications Centre, but also qualifies them to assist other emergency services as responders out in the field. Training included a workshop for the Cayman Islands Critical Incident Stress Team, which falls under the auspices of 911. This week of interactive, intensive training, conducted by the PanAmerican Health Organisation, was opened up to the private sector. This training equips professionals from various sectors to conduct debriefing sessions for their peers following traumatic incidents.

The 911 service is growing at a rapid rate in terms of call

Law Enforcement and Public Safety

CRIME 1999

Category	Reported Crime	Detected Crime
Offences against public order	143	118
Offences against administration of lawful authority	16	13
Offences of sexual impropriety	50	30
Offences of disorderliness	67	61
Offences against the person	282	207
Offences against property	963	446
Offences of malicious damage to property	138	80
Forgery, coining, counterfeiting	32	20
Misuse of Drugs Law		
offences involving ganja	509	494
Offences involving cocaine	355	338
Miscellaneous drug offences	109	109
Customs Law	1	1
Police force law	93	91
Liquor Licence Law	2	2
Marine Conservation Law	15	15
Firearm Law	14	11
Juvenile Law	1	1
Animal Law	9	3
Telephone Law	5	0
Other miscellaneous offences	72	61
Total	2,877	2,101

Road statistics for the past nine years are shown in the following chart:

ROAD TRAFFIC STATISTICS

Year	Traffic Accidents	Traffic Offences
1991	693	5,645
1992	820	4,751
1993	769	4,241
1994	753	5,816
1995	1,072	6,064
1996	775	4,643
1997	480	7,712
1998	453	7,512
1999	485	6,454

Law Enforcement and Public Safety

volume. With the introduction of the monitoring of marine and air traffic communications, 911 responds to calls for assistance from cruise ships, oil tankers, the US Air Force, and civilian aircraft.

There are now five fully trained part-time persons available for call out in case of sickness or absence of full-time staff.

The RCIP's Purpose and Aims

The RCIP exists to make the Cayman Islands a peaceful place to live, a safe place to visit and a secure locale in which to maintain an international finance centre. This purpose is achieved through the following key aims:

- To respond appropriately to requests for assistance, reducing criminal activity, keeping roads safe, and
- To develop the RCIP's systems and its members, particularly Caymanians, to achieve these aims.

Fire Service

During 1999 the Fire Service attended 747 fires and other incidents, an increase of less than .1% over 1998. A house fire in West Bay in December claimed the life of the year's only fire casualty – a male victim.

The value of property involved in fires during 1999 was estimated at \$7,212,255, while actual damage to property was estimated at \$830,595. The value of property saved as a result of direct intervention by the Fire Service was estimated at \$6,381,660.

Of the 747 fires and incidents dealt with, 21 fires warranted a full investigation, cause and origin not being immediately determined. Of the total fires, 52.4% were determined as being accidental; arson was suspected in 38%; and the cause of the remaining 9.6% was undetermined.

The department also reviewed 252 sets of architectural

other activities, the service continued to give priority to the development of its human resources. During 1999, three middle managers and supervisors attended an advanced course in fire fighting and rescue at an institution in the U.K.

Northward Prison

Northward Prison is committed to the mission of providing security and rehabilitative services for those in its care.

Rehabilitative Services

Many service clubs, including Rotary, Kiwanis and the Leos, give generously of their time and resources to rehabilitation efforts at Northward Prison. These included the Rotary-sponsored remedial programme, in which higher-level General Certificate in Secondary Education 'O'-level passes were again achieved during 1999. The Education and Social Services departments continued to provide teachers and counsellors in support of the prison's rehabilitative services.

A key rehabilitative effort at Northward is the probation and aftercare unit. This section has developed an effective behaviour modification programme, administered at a dedicated block of cells with its own staff.

In 1999 the drug programme achieved a decline in drug-positive test results, even in the context of increased inmate population. Two drug counsellors from Caribbean Haven Outpatient Services facilitated on-going education and counselling group sessions, each of one-and-a-half hours duration, for participants sharing a history of drug and alcohol addiction.

FIRE DEPARTMENT STATISTICS, 1989-99

All calls 1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
362	235	552	556	494	502	517	578	786	740	747

drawings and carried out 756 inspections, an increase of approximately 7.2% and 125%, respectively, over 1998 figures.

In 1999 six young Caymanians were recruited. They were expected to complete by February 2000 an intensive three-month fire and rescue training course. In these and

The technical department continued to employ more than 60 inmates per day, teaching new skills while strengthening the agricultural endeavours at the institution.

Law Enforcement and Public Safety

Upheavals during 1999

In April, two senior officers were held hostage by a small group of prisoners who expressed grievances about the grant of parole. This was resolved with no physical damage to personnel or property, but in October a major disturbance occurred at the prison, resulting in extensive damage and loss of control over the institution. About 50% of the inmates were temporarily housed outside of the prison while the damage at Northward Prison was repaired. Serving as primary temporary sites were the East End Civic Centre and a camp that formerly served Cuban migrants (locally referred to as "Tent City," though tents are no longer pitched there; instead, housing consists of sturdy, concrete halls in a secure setting). Six high-risk prisoners were transferred to penal institutions in the UK.

By the end of 1999, three cellblocks had been repaired and work had begun on a new cellblock capable of housing 48 inmates. Work had also started on a new wall around an existing dormitory wing and on a temporary facility for canteen stores. The kitchen was rebuilt, a new sewage plant constructed and a garbage compactor installed for the whole prison.

theft claimed second place, with 68 related convictions among Caymanians and eight among Jamaicans.

Staff Recruitment and Training

A staff training officer provides support in skills development and in rehabilitative services. Prison officers are given ongoing development training, covering all aspects of their jobs. In 1999, eight newly trained recruits joined the service.

Population Statistics for 1999

The population of 275 at 1 January 1999 had declined to 223 by 31 December 1999. The daily average during the year however, was 274, an increase of 11% over the daily average of 1998.

The daily average for drug offenders at the institution was 41.2%, a decrease of 6% from 1998.

The population breakdown by nationality for all prisoners at the institution during 1999 was 292 Caymanians, 101 Jamaicans, five Americans, 20 Hondurans, and 20 from other areas of the world, totalling 446.

Among the Caymanian group, some one-third (97) were convicted on drug charges: compared to 77 among the 101 Jamaicans. The category of burglary, robbery, and

Health Care in the Cayman Islands

Blood Bank Unit recruited 331 new donors in 1999, 173 of whom signed up during the December blood drive. Success was attributed to the efforts of the Cayman Blood Donor Service, several private companies and the dedicated staff of the Cayman Islands Hospital laboratory. There was a 7.3% increase in the number of units of blood collected over the previous year.

Four new staff members were also recruited to assist in providing round-the-clock, on-site coverage.

Forensic Laboratory

A new Forensic Drug Testing Laboratory commenced operations in February 1999 at the Cayman Islands Hospital. The United Nations International Drug Control Programme considers the new local service a premier forensic laboratory in the Caribbean for drug and toxicology analysis. Major equipment include a Fourier Transform Infrared Spectrometer and a mass spectrometer. Its work impacted positively on the legal system through speedy delivery of analytical results.

Pharmacy

The purpose-built dispensary in the new hospital is 50% larger than the old pharmacy. It allows for faster and more efficient workflow, thus facilitating shorter waiting times for patients. A consultation room allows for private medication counselling for complex or confidential prescriptions.

A total of 155,662 prescriptions were filled at the hospital dispensary, an increase of 21.2% from 1998. In addition approximately 50,000 prescriptions were dispensed at the four district health centres and 26,424 at Faith Hospital. Twenty-eight new drugs in the areas of gynaecology, ophthalmology and mental health were added to the hospital formulary and nine were removed from it.

A third district pharmacist commenced service allowing for the expansion of pharmacist coverage at the four district health centres to over 100 hours per week.

Physiotherapy

The hydrotherapy room became operational on 13 July 1999 with the handover of a new Hydrotrack donated by the National Council of Voluntary Organizations.

Equipment acquired in 1999 for this service includes a traction bed with accessories, including the following units: two ultrasound, two interferential, one combined ultrasound/interferential, four shortwave, one electrical stimulation, and one laser. The existing gymnasium is equipped with one treadmill, one Stair Climber, three

stationary bikes, a Bobath table, a Bobath plinth, Westminster pulleys, weights, etc. A new suspension frame was installed in 1999.

The unit has a staff of ten: seven physiotherapists, one occupational therapist, one physical therapy assistant and one physiotherapy aide. Four of the physiotherapists in service are qualified to use acupuncture for pain relief.

There were 12,310 treatments in 1999, an increase of 30.1% from 1998's total of 9,459. Ante-natal classes continued on Monday evenings.

Mental Health Services

A community-based mental health service is offered. Three community mental health nurses continued to provide service in Grand Cayman and one served Cayman Brac. In 1999, 109 patients were admitted to the Cayman Islands Hospital for psychiatric inpatient care. Four registered mental health nurses, under the supervision of a psychiatrist, provide psychiatric care on the Medical Ward.

Dialysis Unit

A new purpose-built Dialysis Unit was put into service in 1999. Equipped to meet the specific needs of dialysis patients, the new unit provides six patient stations and one special care room for infectious patients. A registered nurse and two practical nurses, with support from internists, serve the unit.

The Dialysis Unit serves local outpatients and inpatients, visitors and intransit cruise ship passengers. A total of 1,671 treatments were offered to 12 residents and nine visitors.

As part of its upgrade in 1999, the unit acquired four Century System 3 dialysis machines; one Fresenius A2008 dialysis machine; and four care-cliner dialysis chairs.

Central Sterile Services

A new Central Sterile Unit went into service in December 1999. It has a staff of seven and newly acquired equipment, including two Eagle Century series sterilizers and a Reliance Washer decontaminator. This unit sterilises medical equipment for the operating theatres and medical units of the Cayman Islands Hospital, the district health centres and, when necessary, for Faith Hospital in Cayman Brac and the Cayman Medical Surgical Centre on Grand Cayman.

12 CULTURAL AND COMMUNITY AFFAIRS

The Ministry of Community Affairs, Sports, Women, Youth and Culture

The role of the Ministry of Community Affairs, Sports, Women, Youth and Culture is to promote a sustainable, high quality of community life and to keep pace with the level of economic development and with changes in the Islands. Further aims are to ensure that all persons have maximum opportunity to achieve their highest levels of self-fulfillment and personal development, in terms of the physical, social, moral and spiritual aspects of life.

Community Affairs

Caymanians have always prided themselves on their close-knit communities. In 1999, the ministry continued to promote the importance of the extended family and caring communities. It pursued this goal chiefly through the provision of financial assistance, logistical support and policy guidance to Community Development Action Committees (CODACs), district beautification committees, and through close partnerships with other organisations with similar aims.

Other community-related goals are achieved through Department of Human Resources and the Office of the Superintendent of Pensions (see Chapter 10: Development Agencies). The ministry also provides monthly financial assistance to patriotic ex-servicemen, in continued recognition of their bravery and dedicated service.

Women

The ministry's goal of gender equity and equality is pursued primarily through the Women's Resource Centre (WRC), which completed its first year of operation in 1999. Other highlights during 1999 included hosting Baroness Symons, then UK minister for the Overseas Territories, at a round-table discussion with women on their progress in the Cayman Islands. The women's section continued to

provide grants to various agencies and organisations working towards gender equity and equality, and initiated the recruitment of an external adviser to assist in the development of a national policy.

The Women's Resource Centre

With the appointment of a programme officer in December 1998, the WRC commenced in 1999 full-time service as a point of contact for the general public for referrals to, and information on, the various resources/services/programmes aimed at enhancing the status of women and families.

The WRC also provides the community with a resource library on topics concerning women and families. Many groups and organizations utilize the WRC, at which a computer, printer and photocopier are available for community use, as a venue for meetings.

Empowerment through Information and Education is the WRC's motto. Through systematic networking with other government departments, community agencies and organizations, the WRC in 1999 provided workshops/seminars/presentations/support groups and hosted regular meetings on the following topics:

- *Health*—weight loss; cervical & breast cancer; menopause and osteoporosis; men's cancer issues; and alcohol

Cultural Affairs	134
The Cayman Islands National Archive	135
The Cayman Islands National Museum	137
The National Gallery of the Cayman Islands	138
The Cayman National Cultural Foundation	139

Cultural and Community Affairs

addiction (AA).

- *Parenting* – single parenting; communication skills for parents; and homework tips.
- *Personal Enhancement* – self-esteem; stress management; time management; coping with holiday stress; adolescent well-being; and making better choices.
- *Relationships* – healthy relationship skills; problem-solving communication skills; gender violence working group; and counseling sessions.

Legal Befrienders

A group of volunteer lawyers, the Legal Befrienders, provide free legal advice to victims of domestic violence. This programme expanded in 1999 to provide weekly clinics at the WRC, and in July a phone line was introduced to provide services on a call-in basis three times a week.

Honouring Women Month

In March 1999, His Excellency the Governor officially declared March as *Honouring Women Month* in the Cayman Islands. Twenty-one women, including three on Cayman

Brac, were honoured for contributions to the community.

International Women's Day, observed on 8th March, was marked by the Business and Professional Women's Club's "Woman of the Year" award. Posthumously awarded to Ms Maude Seymour, the award was accepted by her daughter, Ms Lucille Seymour.

Marking the month, also, the National Gallery of the Cayman Islands and the WRC collaborated on a photo slide presentation by Pulitzer Prize winner, Stephanie Welsh. Throughout the month, ten businesses (nine on Grand Cayman and one on Cayman Brac) offered various discounts to women. The Women's Resource Centre also held its first Annual Walkathon to increase public awareness and to raise funds for the centre.

40th Anniversary of Women's Suffrage in the Cayman Islands

The ministry of culture commemorated the 40th anniversary of women's achievement of the right to vote on 20th – 25th September. Celebrations included:

- A lunchtime reception held at the WRC, at which past

The Legal Befrienders are a group of approximately 20 lawyers who donate time each week to providing victims of domestic abuse with free, confidential legal advice on divorce, domestic violence, immigration, maintenance and matrimonial property. In addition to the clinics, the Legal Befrienders' Phoneline (945-8869), introduced in 1999, operates three days weekly.

The Legal Befrienders initiative was conceived by the Business and Professional Women's Club (BPWC), an organisation with which the WRC works closely.

Standing (L-R) are WRC Programme Office Tammy Ebanks Bishop and Legal Befrienders Coordinator Sara Collins-Francis. Seated (L-R) are Legal Befriender Zena Merren and BPWC Member/Befriender-in-Confidence Lorna Medina.



Cultural and Community Affairs

and present female members of the Legislative Assembly spoke. A reception was also held in Cayman Brac.

- A display entitled *Women in the Political Process*, created with the assistance of the Cayman Islands National Museum. The display was showcased at the Women's Resource Centre for one week, at the Legislative Assembly, and in Cayman Brac.
- An opinion poll on the most important issue facing women today. The poll was open to women and the results were discussed on Radio Cayman's *Talk Today* call-in programme.
- A lecture on *Gender Politics in the Caribbean* presented at the Community College and attended by both students and the general public.

16 Days of Activism Against Gender Violence

A candlelight vigil in support of women in abuse relationships or in remembrance of those who have died as a result featured in the opening ceremony, held at the WRC, for the 16 Days of Activism Against Gender Violence campaign. The ministry and the WRC were represented on the planning committee for this annual Business and Professional Women's Club initiative.

Information workshops, covering self-defense, legal issues, immigration, labour, and maintenance, were held at the WRC for victims of domestic violence.

Conferences & Workshops

The ministry was represented at the following:

- UNIFEM meeting on CEDAW (UN Convention on Elimination of Discrimination Against Women), St. Kitts
- CARICOM regional meeting for heads/coordinators of women's bureaux, St. Kitts
- Study tour on gender and programmes for women and men, Jamaica.

Youth

National Youth Policy

The ministry launched the National Youth Policy (NYP) development process in January 1999. Opportunities for public input included district youth fora attended by some 250 people. In addition, data was gathered on the concerns and aspirations of youth through a survey of all year-12 high school students. Youthful inmates at Northward

Prison and participants in the Young Parents Programme were also surveyed.

Extensive interviews were conducted with approximately 30 government representatives and private sector officials, as well as with parents, teachers and other influential persons drawn from business and the community in general. Over 500 completed questionnaires were collected and analysed.

Based on resulting primary data and on review and analyses of existing policies, documents and programmes affecting young people, a draft NYP was produced for public review.

A logo/slogan competition was held for young persons between the ages of 10 and 25 to design/create the official logo and slogan of the NYP. The draft NYP was disseminated and discussed at a series of district meetings held in late November. In December 1999 some 70 young women and men representing the major youth and community organisations participated in a day-long forum, examining the various sections of the draft NYP. Outcomes included suggested amendments and ways of taking the policy forward to the implementation stage.

Youth and the Media

In conjunction with Radio Cayman, the ministry introduced a radio talk show for youth, *This Is How We Do It*. The show featured local teen hosts discussing topics of concern to young people and enabled listeners to call in and to voice their opinions over the air. The show aired every Monday afternoon between 4:00 and 5:00 pm.

Youth Conferences/Seminars/Workshops

In August, three local young women attended the first Caribbean Youth Festival. Held in Dominica where it was organised by the Dominican National Youth Council, the festival was a celebration of Caribbean youth and culture. Important issues such as Caribbean unification and youth empowerment and economic enfranchisement were discussed and debated.

In November, two young members of the National Youth Policy Task Force participated in the Commonwealth Youth Forum '99, in Durban, South Africa. Organised by the South African Youth Council, the forum brought together approximately 300 young people from around the Commonwealth to discuss topics related to *Youth Challenges of the New Millennium*. Both delegates

3 APPENDIX

Chief Officers, at 31 December, 1999

Governor of the Cayman Islands:

Mr. Peter J. Smith, CBE

Chief Justice of the Cayman Islands:

The Hon. Anthony Smellie, QC, JP

Speaker of the House:

The Hon. Mabry S. Kirkconnell, MBE, JP

Portfolio of Internal & External Affairs

Chief Secretary: The Hon. James M. Ryan, MBE, JP

Deputy Chief Secretary: Mr. Donovan Ebanks, MBE

Commissioner of Police: Mr. David Thursfield, QPM

Permanent Secretary, Personnel: Mrs. Jenny Manderson, MBE, JP

Deputy Permanent Secretary/Personnel: Mr. Graham Wood

Chief Immigration Officer: Mr. Orrett Connor

Director of Prisons: Mr. Nicholas Brooke

Director, Computer Services: Mr. Gilbert McLaughlin
Manager, Information Technology Strategy Unit:

Mr. David Archbold

Chief Information Officer: Miss Pat Ebanks, MVO

Clerk of the Legislative Assembly: Mrs. Georgette Myrie, JP

Clerk of the Executive Council: Mrs. Carmena Watler

Director of Broadcasting: Mr. Loxley Banks

Portfolio of Legal Administration

Attorney General: The Hon. David Ballantyne

Solicitor General: Mr. Samuel Bulgin

Director of Legal Studies: Mr. Mitchell Davies

First Legislative Counsel: Mr. Clive Grenyer

Portfolio of Finance and Economic Development

Financial Secretary: The Hon. George A. McCarthy, OBE, JP

Deputy Financial Secretary: Mr. Joel Walton, JP

Accountant General: Mrs. Sonia McLaughlin

Collector of Customs: Mr. Carlon Powery

Registrar General/Registrar of Companies: Mr. Delano Solomon, JP

Director, Cayman Islands Shipping Registry:
Mr. Peter Gibbs

Director of Economics & Statistics: Mr. Brian Boxill

Director of Internal Audit: Mr. Richard Roberts

Director of Budget and Management Unit: Mr. Peter Gough

Assistant Financial Secretary: Miss Deborah Drummond

Deputy Director, Economics and Statistics Office:
Dr. Elizabeth Parsan

Ministry of Tourism, Commerce Transport and Works

Member of the Executive Council: The Hon. Thomas C. Jefferson, OBE, JP

Permanent Secretary: Mr. Harding O. Watler, JP

Appendix 3: Cayman Islands Government

Government Directory	207
Financial Services Regulatory Regime and Avenues of International Assistance	218

Appendices

Director of Tourism: Mrs. Angela Martins
 Chief Engineer, Public Works: Mr. Colford Scott
 Chief Fire Officer: Mr. Kirkland H. Nixon, QFSM, MBE

**Ministry of Community Affairs, Sports,
 Women, Youth Affairs and Culture**

Member of the Executive Council: The Hon. Julianna
 O'Connor-Connolly, JP
 Permanent Secretary: Mr. Carson Ebanks, JP
 District Commissioner: Mr. Kenny Ryan, JP
 Deputy District Commissioner, Mr. Ernie Scott
 Director of Labour and Human Resources: Mr. Dale Banks
 Sports Coordinator: Mr. Charles Branche
 Director, Cayman Islands National Archives: Dr. Philip
 Pedley
 Director, Cayman Islands National Museum:
 Miss Anita Ebanks
 Librarian, Public Library: Mrs. Susan Miller-Tennant

**Ministry of Health Social Welfare, Drug
 Abuse Prevention and Rehabilitation**

Member of the Executive Council : The Hon.. Anthony
 Eden, OBE, JP
 Permanent Secretary: Ms. Andrea Bryan, JP
 Director of Health Services Department: Mr. Mervyn
 Conolly
 Chief Medical Officer: Dr. Nicholas Harry
 Medical Officer of Health: Dr. A Kiran Kumar
 Chief Dental Officer: Dr. John Vlitos
 Chief Nursing Officer: Mrs. Eloise Reid, MBE
 Manager, Ancillary and Support Services: Mrs. Cathy
 Gomez
 Medical Officer in Charge, Faith Hospital: Dr. Sanjib
 Mohanty
 Director of Social Services: Mrs. Deanna LookLoy
 Director Substance Abuse Programme: Miss Karen
 Ferruccio

**Ministry of Agriculture, Environment,
 Communications and Natural Resources**

Member of the Executive Council: The Hon. John. B.
 McLean, OBE, JP
 Permanent Secretary: Mr. Kearney Gomez, MBE, JP
 Postmaster General: Mrs. Mona Banks-Jackson, MBE
 Chief Agriculture & Veterinary Officer: Dr. Alfred Benjamin

Director, Department of Environment: Mrs. Gina Ebanks-
 Petrie

Director, MRCU: Dr. William Petrie
 Director, Department of Environmental Health:
 Mrs. Theresa Kuczynski
 Director of Lands & Survey/Registrar of Lands:
 Mr. Clark Buchanan

Ministry of Education, Aviation and Planning

Member of Executive Council: The Hon. Truman Bodden,
 OBE, JP
 Permanent Secretary: Mrs. Joy Basdeo, MBE, JP
 Chief Education Officer: Dr. John Tudor
 Principal, Community College: Mr. Sam Basdeo
 Director of Planning: Mr. James Corcoran

The Judiciary

Chief Justice: The Hon. Anthony Smellie, QC, JP
 Puisne Judges: The Hon. Henry Graham, JP
 The Hon. David Murphy, JP
 Magistrates: Mrs. Grace Donalds, JP
 Mrs. Margaret Ramsey-Hale, JP
 Miss Nova Hall, JP
 Courts Administrator: Mr. Terrence Beckett
 Clerk of the Court: Mrs. Delene Cacho, JP

Statutory Authorities

Auditor General: Mr. Nigel Esdaile
 Chairman, Public Service Commission: Mr. Athelston
 C.E. Long, CMG, CBE
 Director, Civil Aviation Authority: Mr. Richard Smith
 Director, Port Authority: Mr. Errol Bush, MBE
 Director, Water Authority: Mr. Frederick McTaggart
 Manager, Housing Development Corporation and the
 Agricultural and Industrial Development Board
 (AIDB):
 Mrs. Angela Miller
 Managing Director, Cayman Islands Monetary Authority:
 Mr. Neville Grant
 Chief Executive Officer, Cayman Islands Stock Exchange:
 Mr. Richard Crawshaw (Actg.)

4 APPENDIX

SUMMARY OF GOVERNMENT REVENUE AND EXPENDITURE 1997-1999 IN (CI\$000s)

REVENUE	1997 (Actual)	1998 (Actual)	1999 (Estimated)
Duty	110,683	125,257	140,741
Tax	18,060	19,466	19,539
Licences	20,685	24,832	29,247
Sales	4,950	4,773	4,927
Fees	48,139	56,714	74,825
Fines	1,279	1,313	1,455
Services	1,553	1,345	1,161
Rentals/Leases	640	3,737	2,377
Loans/Interest	1,883	2,713	1,678
Miscellaneous	884	1,130	1,113
Contributions/Repayments	8,978	7,018	6,112
	-----	-----	-----
Total Recurrent Revenue	217,734	248,298	283,175
Loan Receipts	25,466	21,526	26,000
	-----	-----	-----
TOTAL REVENUE	243,200	269,824	309,175

Appendix 4: Cayman Islands Economic Data

Recurrent, Capital & Statutory Expenditure.....	225
Imports and Exports and Balance of Trade	226
Work Permits (at year-end)	226
Work Permits by Occupational Group	226

Appendices

RECURRENT EXPENDITURE (by Portfolio) (CI\$000s)

	1997	1998	1999
	(Actual)	(Actual)	(Estimated)
Office of the Governor	3,701	4,296	4,519
Internal & External Affairs	31,621	29,105	32,710
Legal Affairs	2,128	2,174	2,678
Finance & Economic Development	22,282	24,041	30,386
Education, Aviation & Planning	30,839	33,993	38,960
Tourism, Commerce Transport & Works	24,565	26,304	41,791
Comm. Affairs, Sports, Women, Youth, & Culture	15,302	10,489	12,912
Health, Social Welfare Drug Abuse Prev. & Rehab.	25,658	40,177	52,742
Agriculture, Comm., Envnmnt., & Natural Resources	25,537	29,337	23,084
Total	<u>181,633</u>	<u>199,916</u>	<u>239,783</u>

CAPITAL EXPENDITURE (CI\$000s)

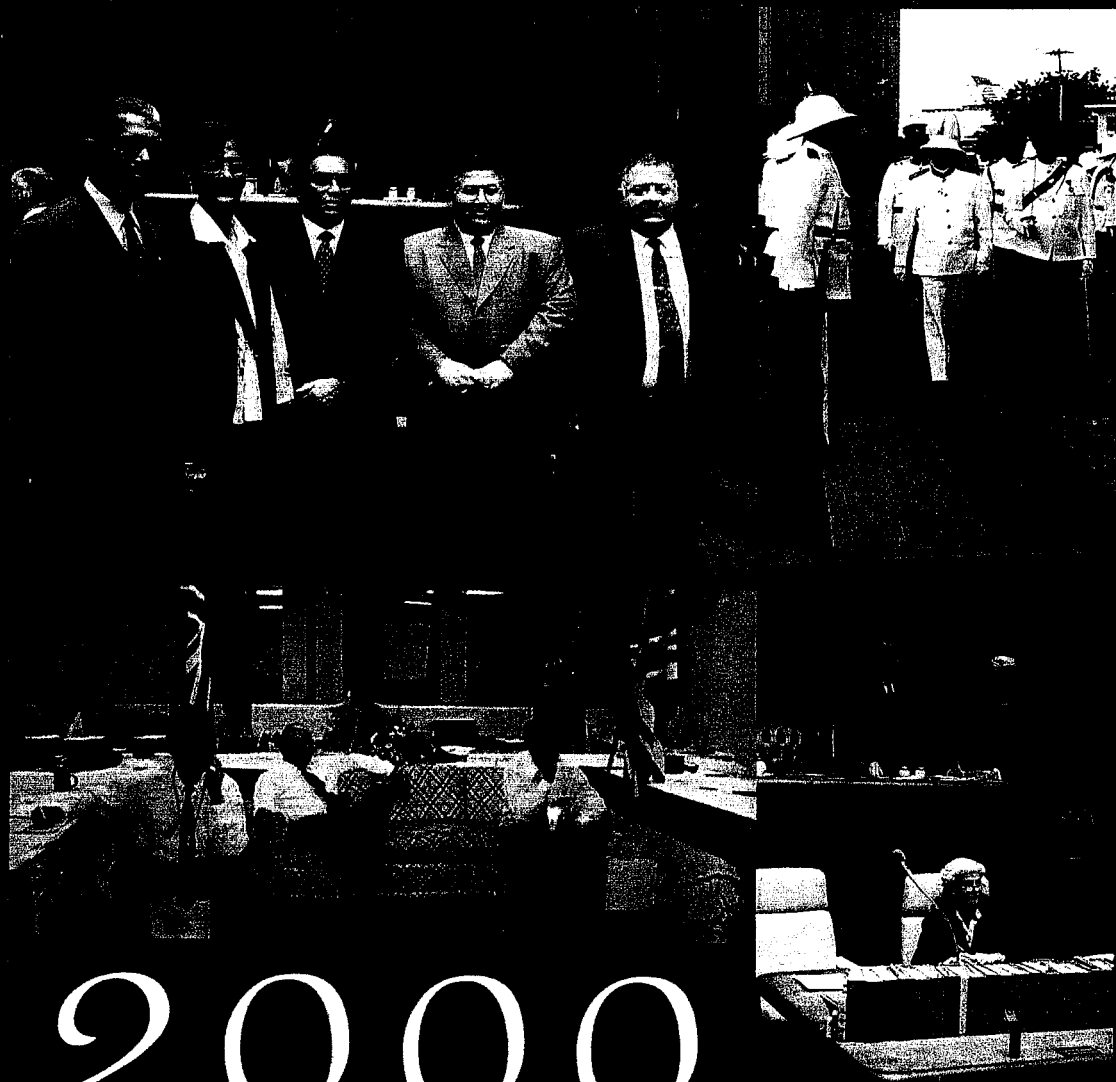
Capital Acquisitions	8,392	8,683	9,240
Capital Development			
From Revenue	13,431	3,170	2,700
From Loan Funds	24,696	21,526	20,600
From Environmental Protection Fund	-	2,028	-
From Infrastructure Fund	-	-	7,870
	<u>46,519</u>	<u>35,407</u>	<u>40,410</u>

STATUTORY EXPENDITURE (CI \$000s)

Public Debt Charge	13,166	16,760	18,983
Other Stat. Exp.	7,552	12,989	14,140
	<u>20,718</u>	<u>29,749</u>	<u>33,123</u>
Total Expenditure	<u>248,870</u>	<u>265,072</u>	<u>313,316</u>

Source: Annual Accounts and Estimates of the Cayman Islands Government

CAYMAN ISLANDS



2000

ANNUAL REPORT & OFFICIAL HANDBOOK

CAYMAN ISLANDS
2000
ANNUAL REPORT &
OFFICIAL HANDBOOK



Published by the Government of the Cayman Islands
June 2001

George Town, Grand Cayman
Cayman Islands

Contents

Sustaining Prosperity and Preserving Quality of Life

The Year in Review

Chapter 1 – Synopsis of Major Developments, 7

Chapter 2 – Calendar of Events, 17

1



Steering a Course of Stability and Harmony

A report on the Islands' constitution, governance and administration

Chapter 3 – Government, 25

Chapter 4 – Administration, 49

2



Growing the Economy and Strengthening Industries

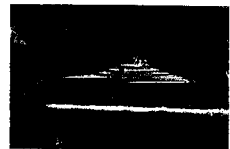
A report on key economic indicators and national industries

Chapter 5 – Economy and Public Finances, 59

Chapter 6 – Industries, 65

Chapter 7 – Development Agencies, 83

3



Protecting the Safety and Health of the People

A report on judicial, legal, safety and health measures

Chapter 8 – Law Enforcement and Public Safety, 93

Chapter 9 – Health Care in the Cayman Islands, 101

4



Shaping the Future

A report on educational, social and cultural thrusts

Chapter 10 – Education, 117

Chapter 11 – Social Services, 127

Chapter 12 – Cultural and Community Affairs, 145

Chapter 13 – Youth, Sports and Recreation, 155

Chapter 14 – Information Services and the Media, 165

5



Strengthening a Legacy of Environmental Protection

A report on weather, conservation and preservation efforts,

National Trust and environmental services

Chapter 15 – The Weather, 173

Chapter 16 – Preservation and Conservation of the Natural Environment, 175

Chapter 17 – Environmental Services, 179

6



Redefining the Sister Islands

A report on economic & social developments in Cayman Brac and Little Cayman

Chapter 18 – Sister Islands, 187

7



Linking the Islands with the Global Village

A report on the Islands' communication networks and agencies

Chapter 19 – Telecommunications, Postal Services and Utilities, 193

Chapter 20 – Air and Sea Transport, 205

8



Appendices

1. Physical Features, 213
2. The People and their History, 216
3. Cayman Islands Government, 221
4. Cayman Islands Economic Data, 229
5. Miscellaneous Information, 232
6. Maps, 241



Acknowledgements, 244

8 LAW ENFORCEMENT AND PUBLIC SAFETY

The judicial branch continued its confident steps to assure timely, balanced administration of justice. The new structure for community service orders began operating in 2000, as did a computer-aided method of random jury selection.

The year saw recorded crime rise 0.9%, but the police service also reported a 5.5% increase in the detection rate. All emergency services benefited from 911 Emergency Communication programmes that emphasise residents knowing their addresses and displaying their house numbers. An important success story came from HMP Northward, where after a year of rebuilding and programme restructuring, both staff and prisoner morale are high.

The Judicial System

Justice in the Cayman Islands is administered at three levels – in the Summary Court (including the Youth Court), the Grand Court and the Court of Appeal.

The Summary Court

The Summary Court has a civil and criminal jurisdiction. In its criminal jurisdiction, it roughly corresponds to the court of a stipendiary magistrate in England and Wales. Three legally qualified magistrates exercise jurisdiction, although provision is made for two lay justices of the peace to preside.

A magistrate sits with a jury as coroner for the Islands.

The Youth Court

The Youth Court has general jurisdiction to try all summary offences committed by juveniles younger than 17 years. It is presided over by a magistrate who sits alone or with two justices of the peace, at least one of whom must be of opposite gender to the magistrate, or by three justices of the peace, at least one of whom must be a woman.

With the Children Law coming into effect, a wider function relating to the general welfare of young people will be conferred on the Grand and Summary courts.

Grand Court

Appeals from the Summary Court lie to the Grand Court. The Grand Court is a superior court of record; its jurisdiction is defined in the Constitution of the Cayman Islands and in the Grand Court Law. In general, it has the same jurisdiction as the High Court of Justice of England and Wales and its divisions. The Grand Court administers the common law and the law of equity of England, as well as locally enacted and applied laws.

The Cayman Islands Court of Appeal and the Judicial Committee of the Privy Council

Appeals from the Grand Court lie to the Cayman Islands Court of Appeal, composed of a president and no fewer than two judges of appeal who hold or have held high judicial office. A judge of the Grand Court may exercise any of the powers of a single judge of the Court of Appeal.

The Attorney General's Chambers.....	96
Royal Cayman Islands Police	98
911 Emergency Communications	98
Fire Service	99
Prison Service	100

Law Enforcement and Public Safety

Grand Court Criminal Cases	1997	1998	1999	2000
Indictments outstanding	63	35	18	36
Average number of days from receipt in Grand Court to disposal	338	356	167	142
Age of oldest indictment outstanding	45 months	23 months	18 months	10 months
Summary Court Criminal Cases	1997	1998	1999	2000
Cases outstanding for more than 2 years	*	84	6	nil
Part-heard trials	*	56	7	8
Age of oldest case	*	50 months	22 months	20 months
* statistics not kept prior to 1998				

Further appeal lies, in certain circumstances, to the Judicial Committee of the Privy Council in London.

Appointments to the Bench

The Cayman Islands has three resident judges, three magistrates and 95 justices of the peace, some of whom serve as lay magistrates. The Governor appoints magistrates on the advice of the Chief Justice. Judges of the Grand Court and the Court of Appeal are appointed in accordance with instructions from the Secretary of State on behalf of Her Majesty the Queen. The Governor, on the advice of the Secretary of State, appoints one of the judges to be the Chief Justice. To be eligible for appointment as a judge or a magistrate a person must be a qualified

barrister or solicitor who has, in the case of a Grand Court judge, practised for a minimum of ten years; in the case of a magistrate, for a minimum of five years.

Key Achievements in 2000

In 1999 the Chief Justice appointed a Sentencing Advisory Committee, which made a number of proposals with regard to sentencing options, foremost of which was a new structure for community service orders. In 2000 a final report of several recommendations on new sentencing practices was submitted to the Governor-in-Council.

A computer-aided method of jury selection was introduced, which allows for a truly random and more efficient method of jury selection. Computer equipment was installed in a courtroom to enable evidence to be displayed on numerous monitors. This reduces the need for paperwork in some hearings.

As seen from the statistics, the time to dispose of criminal cases decreased again in 2000. Hearing dates for even the most complex civil cases can be offered promptly.

The development of plans for the expansion of the court facilities continued during 2000, with the preliminary design reports prepared by the architects.

Statistics presented in this section show court matters and other relevant data for 1995-2000.



Law Enforcement and Public Safety

COURT STATISTICS, 1995-2000

	1995	1996	1997	1998	1999	2000
Appeals to Court of Appeal						
Crime	32	51	52	76	49	54
Civil	24	19	41	73	35	23
Privy Council	1	1	1	6	6	5
Grand Court						
Indictments	76	64	64	67	61	79
Civil cases (incl. admiralty)	494	619	782	719	750	864
Estates	127	183	145	105	135	164
Divorces	140	144	151	168	156	161
Adoptions	5	5	3	6	1	0
Appeals to Grand Court						
Civil	0	2	5	4	3	1
Criminal	71	49	82	52	107	59
Summary Court						
Criminal cases (Grand Cayman)	5,648	4,905	5,117	4,923	4,929	5,297
Criminal cases (Cayman Brac)	*	*	104	60	91	94
Civil cases	388	762	1,380	1,604	1,403	1,241
Maintenance and affiliation	81	77	72	64	102	125
Deaths reported to coroner	38	29	37	34	29	21
Youth Court	185	145	197	213	176	225
Juvenile Court	41	34	31	30	32	35
Legal Aid						
Civil	192	190	205	203	169	135
Criminal	129	144	196	155	162	214
Attorneys						
Attorneys licensed to practise	140	147	170	218	227	235
Limited admissions	36	34	42	39	48	40
General admissions	16	23	30	35	25	27
Notaries public licensed	144	150	167	177	191	233
Justices of the Peace						
Grand Cayman	80	81	81	79	80	80
Cayman Brac	13	13	13	15	15	15

*1995 & 1996 criminal cases include Cayman Brac. Separate figures given for subsequent years.

*Law Enforcement and Public Safety***The Attorney General's Chambers**

Under the Constitution, the Attorney General is the principal legal adviser to the Cayman Islands Government and exercises control over criminal prosecutions. The Attorney General's Chambers is divided into three areas, the heads of which report to the Attorney General who has overall responsibility for the Portfolio of Legal Affairs. The Attorney General is directly assisted by a legal executive and secretary.

Legislative Drafting

Three draftspersons and one support staff constitute the Legislative Drafting section. The unit prepares primary legislation for enactment by the Legislative Assembly; secondary legislation; and interprets law for the government and its legal service. Drafting is carried out on instructions from ministries, subject to Executive Council's decisions on policy and overall supervision by the Attorney General.

Solicitor General/Legal Department

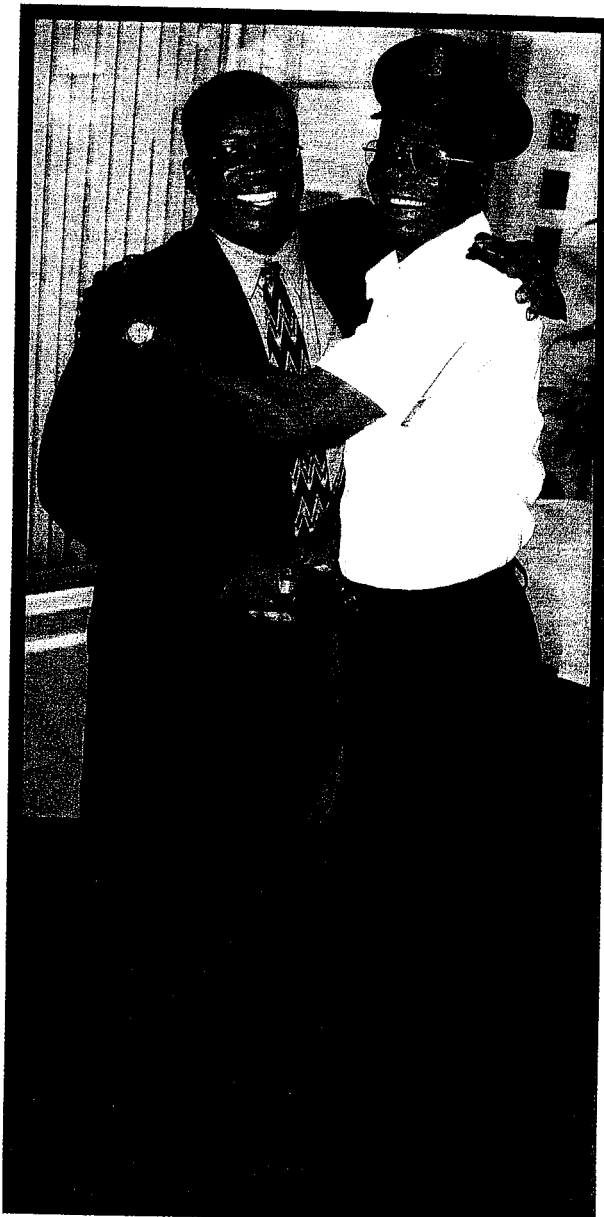
The Legal Department is managed on a day-to-day basis by the Solicitor General and consists of two teams of lawyers – one prosecutes criminal cases and the other mainly defends civil litigation and judicial review proceedings. Both provide legal advice on behalf of the Attorney General. In addition to giving legal advice, the Solicitor General prosecutes and appears in judicial review cases.

The department also assists the Central Authority (Chief Justice) under the Mutual Legal Assistance Treaty with the United States legislation (MLAT), which permits the exchange of information on criminal matters. Extradition and letters rogatory are also dealt with on behalf of the Attorney General, who is the MLAT authority under the Misuse of Drugs (International Co-operation) Law and Proceeds of Criminal Conduct law. The Legal Department comprises the Solicitor General, three senior crown counsel, nine crown counsel, secretaries and support staff.

Legal support is provided to the Financial Reporting Unit, under the Proceeds of Criminal Conduct Law, through designation of crown counsel as case controllers to assist in the management of money-laundering cases for prosecution.

Cayman Islands Law School

Affiliated with the University of Liverpool, the Law School provides degree-level education for law students on a full- and part-time basis, followed by a professional practice course. The Director of Legal Studies and six lecturers comprise the educational staff and there are a number of support staff. The Law School is an integral part of the Portfolio of Legal Affairs. A Legal Advisory Council advises the Governor-in-Council as to the system of legal education.



Law Enforcement and Public Safety

CRIME 2000

Category	Reported Crime	Difference
Offences against public order	173	+ 30
Offences against administration of lawful authority	27	+ 11
Offences of sexual impropriety	61	+ 12
Offences of disorderliness	74	+ 7
Offences against the person	342	+ 60
Offences against property	948	-15
Offences of malicious damage to property	167	+ 29
Forgery, coining, counterfeiting	46	+ 14
Misuse of drugs		
offences involving ganja	628	+ 114
offences involving cocaine	363	+ 8
miscellaneous drug offences	111	+ 2
Customs law	0	-1
Police force law	152	+59
Liquor licence law	8	+6
Marine Conservation	31	+16
Firearms law	16	+2
Juvenile law	4	+3
Gambling	2	+2
Animal law	9	0
Music & dancing law	2	+2
Telecommunications	5	0
Other miscellaneous offences	<u>82</u>	<u>+9</u>
	3,254	+ 376

Road statistics for the past nine years are shown in the following chart:

ROAD TRAFFIC STATISTICS

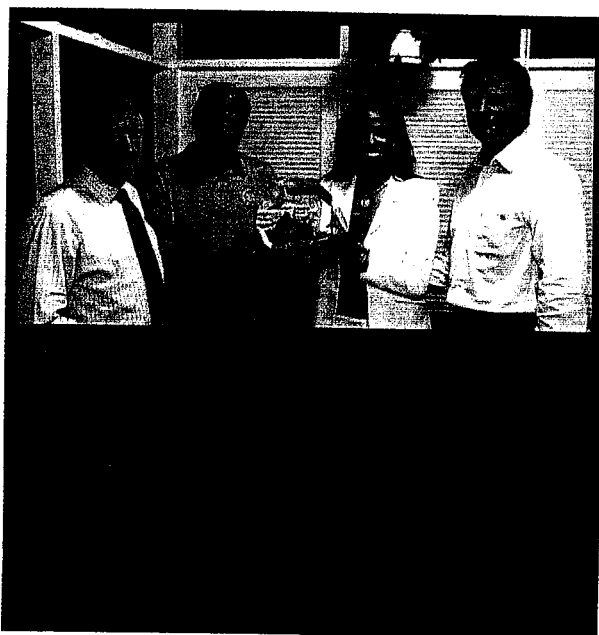
Year	Traffic Accidents	Traffic Offences
1992	820	4,751
1993	769	4,241
1994	753	5,816
1995	1,072	6,064
1996	775	4,643
1997	480	7,712
1998	453	7,512
1999	485	6,454
2000	490	7,021

*Law Enforcement and Public Safety***Royal Cayman Islands Police**

The Royal Cayman Islands Police (RCIP) is a national service with a complement of 295 officers and 40 support staff. The Central Police Station in George Town houses the main contingent, but local policing is delegated to sub-stations in Bodden Town, East End, North Side, West Bay and Cayman Brac.

The emphasis during 2000 was planned policing. This ensures that the policing time available was fully directed toward solving crime.

Community policing and establishment of a



community constable in various areas of the Cayman Islands made significant inroads, including a new police station and the appointment of a police officer on Little Cayman.

Response to emergencies has been improved by greater involvement of more highly trained and better-equipped officers from the Traffic Department, while the Criminal Investigation side has concentrated on developing a targeted approach to known criminals.

Recorded Crime

The Cayman Islands remains one of the safest places to live in the world. A significant rise in drug arrests of 17% is responsible for much of the 13% increase in crime experienced in 2000. The 78% detection rate records a 5.5% increase compared with 1999.

Illegal Drugs

While most residents and visitors may hardly notice, the Cayman Islands' strategic location in the Caribbean makes it vulnerable to the worldwide problem of drug trafficking and abuse.

The RCIP's Drug Task Force and Marine Unit have exceeded expectations in their performance and, in conjunction with the National Drug Council and schools, have made an impact on prevention, education, rehabilitation and enforcement.

Road Safety

It is not obligatory to report all road traffic accidents to the police. For example, some damage-only categories require exchanged particulars only. Reported accidents in 2000 rose marginally from 485 to 490. There were three fatal accidents, a decline from the nine fatalities in the previous year.

The RCIP's Purpose and Aims

The Royal Cayman Islands Police Service exists to make the Cayman Islands a peaceful place to live, a safe place to visit and a secure locale in which to maintain an international finance centre. This purpose is achieved through the following key aims:

- responding appropriately to requests for assistance, reducing criminal activity, keeping roads safe; and
- developing the RCIP's systems and its staff to achieve these aims.

911 Emergency Communications

911 Emergency Communications continues to see growth in terms of call volume from Grand Cayman and the Sister Islands. A policy of on-going training ensures that the staff are equipped with the skills to handle any situation, which they do with a great deal of care and professionalism.

In 2000, 911 successfully organised and hosted, in conjunction with the Pan American Health Organisation (PAHO), a Disaster Management - Mass Casualty Incident workshop. This workshop incorporated all the emergency services on Grand Cayman and Cayman Brac as well as utility agencies such as Caribbean Utilities (CUC) and the Water Authority. The workshop included simulations of possible disasters that could be experienced in the Cayman Islands, and tested response capabilities and the ability to work as one cohesive unit.

Law Enforcement and Public Safety

Phase 1 of a 911 back-up system was installed at the Fire Service Headquarters in George Town. This will be activated in the event that the primary centre has to be evacuated. The system is tested on a regular basis.

911 Emergency Communications continues to work with the Lands and Survey Department to upgrade the Street Addressing Database and to increase public awareness of the importance of knowing house numbers and street and district names, so emergency services can assist in the event of an emergency.

Fire Service

The Cayman Islands Fire Service (CIFS), headquartered on Owen Roberts Drive in George Town, has a staff complement of 140 fire officers, including five new officers recruited in 2000. There are four support staff, one added in 2000.

In December an extension to the headquarters was completed to accommodate the growing administrative section of the department.

The service also took possession of one new rescue unit for Cayman Brac and one new aircraft foam-tender pump for Grand Cayman, for a total of 24 pieces of operational rescue and fire-fighting equipment.

The department continued to give high priority to the development of its human resources, and considerable emphasis was placed on training. Four officers attended advanced rescue and fire-fighting courses at different institutions in the UK and an instructor from the UK conducted an aviation firefighter refresher course for 132 officers. Two senior officers also received their instructors certification during the training programme. Six officers entered a new area of expertise as they became certified search- and-rescue divers. Five officers attended a hazardous materials course conducted by instructors from the University of Texas A&M. Overall, 133 officers received some form of training during 2000.

Information technology took a new direction with the implementation of a records management programme, which provides data storage and helps track activities and equipment within the service.

FIRE SERVICE STATISTICS 1999-2000		
	1999	2000
AIRPORT		
Aircraft accidents	-	-
Aircraft incidents	-	2
Full emergencies	5	5
Local standbys	36	32
ALL AT AIRPORT	41	39
DOMESTIC		
Special services	62	135
False calls	173	150
Building fires	49	54
Vehicle fires	35	33
Bush fires	157	210
Vehicle accidents	103	95
Chemical leaks	44	25
Utility	28	24
Boat fire	4	11
Dump fire	60	14
Elevator rescue	16	21
Fire related fatalities	1	-
Extrication at M.V.A.*	13	11
ALL DOMESTIC	745	783
ALL INCIDENTS	786	822
*M.V.A. = Motor Vehicle Accident		

The CIFS Purpose and Aims

The purpose of the CIFS is to protect life and property at a highly professional level. This is achieved by:

- responding to all calls for assistance in a rapid and proficient manner, reducing the degree of danger caused by uncontrolled fires;
- developing human skills through training; and
- acquiring and maintaining state-of-the-art equipment.

2000 Statistical Compendium

During 2000 the Fire Service attended 822 fires and other incidents, an increase of 4% compared with 1999.

FIRE SERVICE STATISTICS, 1990-00

All calls 1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
235	552	556	494	502	517	578	786	740	747	822

Law Enforcement and Public Safety

The value of property involved in fires during 2000 was estimated at \$7,993,890; However, actual damage to property was estimated at only \$331,397.50 as a result of direct intervention by the Fire Service.

Of the 822 fires and incidents dealt with, 23 fires warranted a full investigation. Of the total fires investigated, 47.8% were determined as accidental, arson was suspected in 47.8%, and the cause of the remaining 4.4% was undetermined.

The department also reviewed approximately 238 sets of architectural drawings and carried out more than 744 inspections. This reflects an approximate 1.88% and 5.9% decrease, respectively, from 1999 figures.

Cayman Islands Prison Service HMPs Northward and Fairbanks

The Cayman Islands Prison Service serves the public by maintaining custody the inmate population with humanity and helping the men and women lead law abiding and useful lives in custody and after release. The service also assists the community by participating in projects as a return investment to society.

After the disturbances at HMP Northward in 1999, the year 2000 was one of rebuilding, thanks to the hard work of staff and the co-operation of prisoners. Two incidents were successfully resolved. In August two young prisoners were recaptured within 48 hours.

The temporary female prison at Fairbanks is now well established and a new female facility, to be built close to the main prison, is planned.

By the end of the year, Northward had a new perimeter security fence and internal zoning fences have improved control and allowed prisoners more time in the fresh air. Availability of work opportunities inside the prison increased, with 140 prisoners, up from 80. Considerable work has gone into improving the induction programme and sentence planning has been introduced. There was an increase in external work parties involved in community projects, and Active Northward Training Scheme (ANTS) earned praise for its house refurbishing work.

There was support for the prison from the local community. Church groups, clubs, local businesses, counselling agencies and individuals gave time and expertise or donated materials. The prison continues to enjoy excellent working relationships with the probation unit and the Police Drug Task Force.

The year included encouraging reduction in positive drug tests, from 24% in April-June to 12.5% in October-December. An average of 11% of the population is tested monthly. Much of the credit for this reduction goes to the security department for its success in reducing the flow of drugs into the prison.

Two staff attended an incident control course in the UK, four went on prison courses in Barbados, and one female officer was recruited and trained. Ten prison officers were recruited in December and started training in 2001.

Staff numbers were boosted with the arrival of 20 experienced UK prison staff recruited on two-year contracts.

At the end of 2000, the male prison population averaged 202 (96% of capacity), and the female population averaged 21 (60%).

Health Care in the Cayman Islands

including fine needle aspiration biopsies and wire localisation procedures, and it continued to participate in the Lions Club's Breast Care Programme. The unit carried out a total of 748 mammographic studies in 2000, an increase of 69.6% over the 1999 figure of 441.

The number of X-ray patients decreased by 4.5%. The number of ultrasound patients increased by 13.0%. The section also carried out a total of 1,103 CT scans, an increase of 59.2% over the 693 carried out in 1999.

Laboratory

In 2000 the pathology laboratory focused on improving customer service through staff training and service evaluations. A total of 418,325 tests were carried out on 51,672 patients, corresponding to an increase of 9.1% in the number of tests done over the previous year (383,591). A 24-hour laboratory service was introduced, and a medical technologist is now on-site at all times.

There was an 11.6% increase in the number of requested cross-matched blood units in 2000 over 1999. However, active donor numbers decreased by 2.9% despite the recruitment of 173 new donors. Importation of blood products increased by 48.8% from 172 units in 1999 to 256 units in 2000.

The pathology unit produced a quarterly newsletter that provides current information to all health care providers, relating to laboratory services locally and internationally. Two issues of the newsletter were released in 2000. The laboratory continued to maintain quality assurance through external proficiency testing.

Forensic Laboratory

Year 2000 saw tremendous growth in the forensic science laboratory, which analysed 1,284 specimens (almost double 1999). The laboratory continued to provide training to other Caribbean countries through the UNDCP project and the Cayman Islands was represented at the inaugural meeting of the Caribbean Association of Forensic Sciences in Cuba. There were significant staff changes this year with the addition of both a new pathologist and a forensic analyst.

A new laboratory area was added in 2000 which enables the laboratory to process evidence from sexual assault and serious crimes for identification and isolation of trace evidence, including semen and blood stains. Analytical turn-around times for toxicology and chemistry samples, at two to three days, were excellent.

Pharmacy

The purpose-built dispensary allows for faster and more efficient workflow, thus facilitating shorter waiting times for patients. A consultation room allows for private medication counselling for complex or confidential prescriptions. In 2000 there was a significant increase in the number of patients receiving total parenteral (I-V) nutrition and chemotherapy services.

A total of 225,756 prescriptions were dispensed by the Health Services pharmacists in 2000. 162,767 prescriptions were filled at the Cayman Islands Hospital pharmacy, an increase of 4.6 % from 1999 (155,662). In addition 36,493 prescriptions were dispensed at the four district health centres and 26,496 at Faith Hospital.

A comprehensive update of the formulary is being carried out, and approximately half has already been reviewed. In this context over 80 drugs were added to the formulary and about 30 removed. A clinical pharmacist was hired to enhance the clinical programme offered and the clinical aspects of the profession were strengthened.

Physiotherapy

The unit has a staff of ten: seven physiotherapists, one speech therapist, one physical therapy assistant and one physiotherapy aide. The speech therapist joined the unit in July. New equipment acquired in 2000 for this service includes another Bobath plinth for treating patients with neurological problems. The number of treatments in 2000 was 12,328 which is nearly the same as that for 1999 (12,310).

Mental Health Services

A community-based mental health service is offered. Three community mental health nurses continued to provide service in Grand Cayman and one served Cayman Brac in 2000. A Caymanian trainee clinical psychologist joined the mental health services staff. One hundred and thirty-five patients were admitted to the Cayman Islands Hospital for psychiatric inpatient acute care, an increase of 23.9% over the 109 admissions in 1999. Four registered mental health nurses, under the supervision of a psychiatrist, provided psychiatric care on the Medical Ward. Patients admitted for substance abuse detoxification were treated at the hospital or transferred to the new Caribbean Haven Residential Centre.

Dialysis Unit

The purpose-built Dialysis Unit is equipped to meet the specific needs of dialysis patients. The unit provides eight

12 CULTURAL AND COMMUNITY AFFAIRS

The role of the Ministry of Community Affairs, Sports, Women, Youth and Culture is to promote a sustainable, high quality of community life, to keep pace with the level of economic development and changes in all three islands, and to ensure that each individual has the maximum opportunity to achieve his or her highest level of self-fulfillment and personal development, in terms of the physical, social, moral and spiritual aspects of life.

Ministry of Community Affairs, Sports, Women, Youth and Culture

The key achievements for 2000 were:

- The National Youth Policy's approval by Executive Council and presentation to the Legislative Assembly.
- The Minister for the Overseas Territories, Baroness Scotland of Asthal, met with the ministry and others in the community to discuss issues that affect the Islands' women.
- A National Domestic Violence Steering Committee was formed and the Domestic Violence Intervention Training Programme (DVITP) for police officers and social workers was started.

Community Affairs

The Cayman Islands has six districts, each with a unique identity. These communities have always been very important in the social development of the Islands. In 2000, staff of the Ministry of Community Affairs and the Ministry of Social Welfare met to determine how to best combine efforts in supporting community development.

Communities are assisted by the Ministry of Community Affairs through financial assistance and logistical support, policy guidance, Community Development Action Committees (CODACs) and District Beautification Committees.

Monthly financial assistance to former servicemen in

recognition of their dedicated service is provided by the ministry. In 2000, the Cayman Islands Government also provided monthly financial benefits to retired seamen (or their surviving spouses) who were 60 years and older for their contributions to the Islands' development.

Women

The ministry's primary focus regarding women is to enhance their status. It recognizes that women need greater support, given the history of social inequalities. The use and demand for services through the Women's Resource Centre and other organizations indicated the importance of addressing the strategic interests of women and men in the country; therefore, the Ministry of Women focused its efforts on the development of a National Policy on Gender Equity and Equality. While the aim of the policy is to advance the status of women, the concept of gender equity and equality has been used because the policy also seeks to empower women in partnership with men.

In June 2000, the ministry retained two external advisors, Dr. Patricia Mohammed and Ms Audrey Ingram Roberts, to assist in the policy's development. They will provide assistance in training, guiding and advising a local process of investigation, analysis and recommendations. The local arm of this policy development process takes the form of a Research and

Cultural Affairs	147
The Public Library	147
The Cayman Islands National Archive	148
The Cayman Islands National Museum	149
The National Gallery of the Cayman Islands	152
The Cayman National Cultural Foundation	152

Cultural and Community Affairs

Development Team that consists of 27 persons representing various government, private sector and civic organizations. The final policy document will be completed by March 2002.

Caribbean Regional Domestic Violence

Intervention Training Programme (DVITP)

In February 2000, the Caribbean Association for Feminist Research and Action (CAFRA) approached the Ministry responsible for Women to participate in a regional initiative titled Domestic Violence Intervention Training Programme (DVITP) for police officers and social workers. This training programme is a regional initiative being undertaken in 17 Caribbean countries. The purpose is to teach police officers, social workers and other front-line professionals, techniques they can use when intervening in incidents of domestic violence. A National Domestic Violence Steering Committee was formed to guide the development of the national training programme and is comprised of 27 members representing various agencies that have previously expressed interest and commitment to the issue of zero tolerance to domestic violence.

Beginning in September, two training sessions were held and 43 persons were trained. Within two years, 400 police officers, social workers and other front-line workers will be trained in the implementation of DVITP. There are five Cayman Islands trainers from the Royal Cayman Islands Police, Social Services Department and Caribbean Haven Outpatient Services.

Visit by Baroness Scotland of Asthal, Minister for the Overseas Territories

During her first official visit to the Cayman Islands in August, the Minister for the Overseas Territories, Baroness Scotland of Asthal participated in a round table discussion hosted by the ministry. Nineteen female participants discussed with the Baroness the main issues facing women in the Cayman Islands and how these issues were being addressed through government and community efforts.

Conference Participation

The Ministry of Women was represented at the following conferences in 2000:

- ECLAC's (UN Economic Commission for Latin America and the Caribbean) 8th Regional Conference on Women in Latin America and the Caribbean, in Lima, Peru, 6-11 February.
- "Making CEDAW (UN Convention on Elimination of Discrimination Against Women) Work," hosted by the

British Virgin Islands, 23-24 February.

The Women's Resource Centre

Opened in November 1997, the Women's Resource Centre (WRC) serves as a point of contact for the general public to receive information and referrals to the various resources, services and programmes aimed at enhancing the status of women and families. The WRC continued to experience growth and expansion in 2000. Because of the increase in use and public acceptance, the ministry secured additional office space to include two private rooms and a separate staff office. An administrative secretary was hired to increase the centre's effectiveness.

Services and Programmes

The following free public services are available at the Women's Resource Centre:

- a monthly educational newsletter;
- a resource library containing a wide range of self-help books and magazines for women, men, and families;
- a computer, colour printer and photocopier for individuals and organizations;
- a meeting place for women's groups and other groups and organizations; and
- two private rooms to be used for breastfeeding or expressing milk with the breast pump provided.

With the motto, *Empowerment through Information and Education*, the Women's Resource Centre provided various programmes, workshops and presentations throughout the year. One programme that operates through the WRC is the Legal Befrienders. It is a group of lawyers who volunteer to provide confidential, free legal advice to victims of domestic abuse. Walk-in clinics are held weekly at the WRC and a phone line is programmed to provide this service three times a week.

All programmes at the WRC are available to the public at no cost. Through systematic networking with other government departments, community agencies, organizations and individuals the WRC provided workshops, presentations, and support groups and hosted regular meetings on the following topics.

- *Health* —breastfeeding; breast cancer; cervical cancer; diabetes; weight loss; women's smoking cessation support group; Alcoholics Anonymous (AA).
- *Parenting* —homework tips; pregnancy and depression; "It's Your Time, Dad" (workshop for fathers only).
- *Personal Enhancement* — basic financial planning; money management; "Taking Care of Ourselves" (workshop for women only); young adolescent women's support group.

Cultural and Community Affairs

- *Legal Issues*- immigration and maintenance workshop.

Domestic Abuse

In addition to its work with the DVITP and the National Domestic Violence Steering Committee, on which the WRC's programme officer serves as secretary, the WRC participated in the Business and Professional Women's Club's (BPWC) 16 Days of Activism Against Gender Violence Committee's 1st Annual Silent Witness March, held on 18 October. A joint effort organised by the committees, CITN and the Ministry of Women Affairs, the march was held to remember past victims of domestic abuse and in support of those who are still suffering.

The WRC also participated in the BPWC's 16 Days of Activism Campaign by producing an 18-page special edition newsletter containing information about domestic abuse and the 16 Days Campaign.

Honouring Women Month

In March 1999, the former Governor officially declared March as Honouring Women Month in the Cayman Islands, in accordance with the country's observance of International Women's Day (8 March). An International Women's Day Ceremony was held at the Women's Resource Centre, and the Business and Professional Women's Club presented its "Woman of the Year" award during the event. Panel discussions and workshops aimed towards women were held at the WRC during Honouring Women Month.

Throughout March, 14 businesses (13 on Grand Cayman and one on Cayman Brac) offered various discounts to women. Attended by about 65 persons, the WRC's 2nd Annual Walkathon was successful in its aims to increase public awareness and raise funds for the centre.

Cultural Affairs

The Public Library

The Cayman Islands Public Library provides lending, reference and an interlibrary loan service to residents. The main library is in George Town, and there are branch libraries in East End, North Side, Bodden Town and Stake Bay, Cayman Brac.

The Bodden Town Library held its grand opening ceremony on 25 September. The new facility is open five days per week for a total of 34 hours.

The annual summer reading programme for children was held for three weeks in July and August with the theme, "*Be a Book Detective Read.*" An encouraging 166 children took part; the child who read the most completed

89 books. Two six-week sessions of children's story-time programmes were held in George Town and one was held in Cayman Brac. Volunteers told stories at the Cayman Brac Library on Saturday mornings.

George Town Library

The George Town Library houses a collection of about 21,500 volumes including reference, local history, large print and popular reading materials, books-on-cassette, and foreign language books. The library subscribes to 12 newspapers and 75 magazines.

The children's area includes picture and non-fiction books, leisure-reading titles, reference books and audio and videocassettes.

The George Town Library is open six days per week for a total of 43 hours.

East End Library

The East End Library is located in the district's old town hall. The collection includes about 3,250 children's books and video and audiocassettes, as well as 1,250 titles for adults. The library receives 20 magazine subscriptions and one daily newspaper. A meeting-room facility is available. The library is open five days a week for a total of 32 hours. Extended hours were added on Mondays and Tuesdays when the library remains open until 7 pm.

North Side Library

The North Side Library is located next to the primary school in the renovated old town hall. The collection includes some 2,750 children's books, video and audiocassettes, plus 1,000 titles for adults. Patrons will find 20 magazine subscriptions and two daily newspapers. The facility includes a meeting-room. The library is open five days a week for a total of 30 hours.

Bodden Town Public Library

The Bodden Town Library is located in the district's old town hall. The collection includes approximately 2,000 children's books, video and audiocassettes and 1,000 titles for adults. The library receives three daily newspaper subscriptions. The facility includes a meeting-room and is open five days a week, three days until 7:00pm, for a total of 34 hours.

Cayman Brac Library

The branch library on Cayman Brac is located adjacent to the District Administration Building in Stake Bay. It houses a collection of about 2,750 adult and 4,000 children's books, in addition to videocassettes, a daily newspaper and 20 magazine subscriptions. The library is open six

3 APPENDIX

Chief Officers, at 20 April, 2001

Governor of the Cayman Islands:

Mr. Peter J. Smith, CBE

Chief Justice of the Cayman Islands:

The Hon. Anthony Smellie, QC, JP

Speaker of the House:

The Hon. Mabry S. Kirkconnell, OBE, MBE, JP

Portfolio of Internal & External Affairs

Chief Secretary: The Hon. James M. Ryan, MBE, JP

Deputy Chief Secretary: Mr. Donovan Ebanks, MBE

Commissioner of Police: Mr. David Thursfield, QPM

District Commissioner: Mr. Kenny Ryan, JP

Deputy District Commissioner: Mr. Ernie Scott, JP

Permanent Secretary, Personnel:

Mrs. Jenny Manderson, MBE, JP

Deputy Permanent Secretary/Personnel: Mr. Graham Wood

Chief Immigration Officer: Mr. Orrett Connor

Director of Prisons: Mr. John Forster

Chief Information Officer: Miss Pat Ebanks, MVO

Clerk of the Legislative Assembly: Mrs. Georgette Myrie, JP

Clerk of the Executive Council: Mrs. Carmena Parsons

Director of Broadcasting: Mr. Loxley Banks

Portfolio of Legal Administration

Attorney General: The Hon. David Ballantyne

Solicitor General: Mr. Samuel Bulgin

Director of Legal Studies: Mr. Mitchell Davies

First Legislative Counsel: Mrs. Myrtle Brandt

Portfolio of Finance and Economic Development

Financial Secretary:

The Hon. George A. McCarthy, OBE, JP

Deputy Financial Secretary: Mr. Joel Walton, JP

Accountant General: Mrs. Sonia McLaughlin

Collector of Customs: Mr. Carlon Powery

Registrar General/Registrar of Companies:

Mr. Delano Solomon, JP

Director, Cayman Islands Shipping Registry:

Mr. Peter Gibbs

Director of Economic Research & Development:

Dr. Elizabeth Parsan

Director of Internal Audit: Mrs. Anne Owens (acting)

Director of Budget and Management Unit:

Mr. Peter Gough

Chief Statistician: Mr. Brian Boxill

Ministry of Planning, Communications and Works

Member of the Executive Council:

The Hon. Kurt Tibbetts, JP

Permanent Secretary: Mr. Kearney Gomez, MBE, JP

Director of Planning: Mr. Kenneth Ebanks (acting)

Postmaster General: Mrs. Mona Banks-Jackson, MBE

Chief Agriculture & Veterinary Officer:

Dr. Alfred Benjamin

Chief Engineer, Public Works: Mr. Colford Scott

Director, MRCU: Dr. William Petrie

Director, Department of Environmental Health:

Mrs. Theresa Kuczynski

Appendix 3: Cayman Islands Government

General Elections 2000 Report.....	223
Financial Services Regulatory Regime	226

Appendices

Director of Lands & Survey/Registrar of Lands:

Mr. Clark Buchanan, JP

**Ministry of Tourism, Environment
and Transport**

Member of the Executive Council:

The Hon. McKeeva Bush, OBE, JP

Permanent Secretary: Mr Harding O. Watler, JP

Director of Tourism: Mrs. Angela Martins

Director, Department of Environment:

Mrs. Gina Ebanks-Petrie

Chief Fire Officer: Mr. Kirkland H. Nixon, QFSM, MBE, JP

**Ministry of Health and Information
Technology**

Member of the Executive Council:

The Hon.. Linford Pierson , JP

Permanent Secretary: Ms. Andrea Bryan, JP

Director of Health Services Department:

Mr. Mervyn Conolly

Deputy Director of Health Services: Mrs. Eloise Reid, MBE

Chief Medical Officer: Dr. Nicholas Harry

Medical Officer of Health: Dr. A Kiran Kumar

Chief Dental Officer: Dr. John Vlitos

Chief Nursing Officer: Mrs. Ivy Collins

Manager, Ancillary and Support Services:

Mrs. Cathy Gomez

Medical Officer in Charge, Faith Hospital:

Dr. Marjorie Yee Sing (acting)

Director of Substance Abuse Services: Mrs. Karen Ferruccio

Director, Computer Services: Mr. Gilbert McLaughlin

Manager, Information Technology Strategy Unit:

Mr. David Archbold

**Ministry of Education, Human Resources and
Culture**

Member of Executive Council: The Hon. Roy Bodden

Permanent Secretary: Mrs. Joy Basdeo, MBE, JP

Chief Education Officer: Mrs. Nyda Flatley (acting)

Director of Labour and Human Resources: Mr. Dale Banks

Director, Cayman Islands National Archive:

Dr. Philip Pedley

Librarian, Public Library: Mrs. Susan Miller-Tennant

**Ministry of Community Development,
Women's Affairs, Youth and Sports**

Member of the Executive Council:

The Hon. Edna Moyle, JP

Permanent Secretary: Mr. Carson Ebanks, JP

Director of Social Services: Mrs. Deanna LookLoy

Director of Youth & Sports: Mr. Charles Branche

The Judiciary

Chief Justice: The Hon. Anthony Smellie, QC, JP

Puisne Judges: The Hon. Henry Graham, JP

The Hon. Dale Sanderson, JP

Magistrates: Mrs. Grace Donalds, JP

Mrs. Margaret Ramsey-Hale, JP

Miss Nova Hall, JP

Court Administrator: Mr. Terrence Beckett

Clerk of Courts: Mrs. Delene Cacho, JP

Cayman Islands Audit Office

Auditor General: Mr. Nigel Esdaile

Statutory Authorities

Chairman, Public Service Commission:

Mr. Athelston C.E. Long, CMG, CBE

Director, Civil Aviation Authority: Mr. Richard Smith

Director, Port Authority: Mr. Errol Bush, MBE

Director, Water Authority:

Dr. Gelia Frederick-van Genderen

Manager, Housing Development Corporation and the
Agricultural and Industrial Development Board
(AIDB): Mrs. Angela Miller

Managing Director, Cayman Islands Monetary Authority:

Mr. John Bourbon

Chief Executive Officer, Cayman Islands Stock Exchange:

Ms Valia Theodoraki

President, Community College of the Cayman Islands:

Mr. Sam Basdeo

Director, Cayman Islands National Museum:

Miss Anita Ebanks, Cert. Hon.

4 APPENDIX

SUMMARY OF GOVERNMENT REVENUE AND EXPENDITURE

1998-2000 IN (C\$000s)

REVENUE	1998 (Actual)	1999 (Actual)	2000 (Un-audited)
Duty	125,257	133,854	125,282
Tax	19,466	20,887	21,888
Licences	24,832	26,320	23,409
Sale	4,773	5,112	5,867
Fees	56,714	71,140	79,491
Fines	1,313	1,478	1,504
Services	1,345	2,033	1,719
Rentals/Lease	3,737	2,420	714
Loans/Interest	2,713	3,069	2,769
Miscellaneous	1,130	898	3,901
Contributions/Repayments	7,018	12,341	5,887
Fund Transfers			11,145
	-----	-----	-----
TOTAL RECURRENT REVENUE	248,298	279,552	283,576
 CAPITAL INCOME			
Loan Receipts	21,526	18,242	23,767
Contributions from:			
General Revenue	3,170	2,700	12,350
Environmental Protection Fee	2,028	-	-
Infrastructure Dev. Fund	-	7,254	2,432
Roads Development Fund	-	-	1,596
	-----	-----	-----
TOTAL CAPITAL INCOME	26,724	28,196	40,145

Appendix 4: Cayman Islands Economic Data

Recurrent, Capital & Statutory Expenditure.....	230
Imports and Exports and Balance of Trade	231
Work Permits (at year-end)	231
Work Permits by Occupational Group	231

Appendices

RECURRENT EXPENDITURE (by Portfolio) (CI\$000s)

	1998 (Actual)	1999 (Actual)	2000 (Estimated)
Office of the Governor	4,296	4,519	4,849
Internal & External Affairs	29,105	32,710	38,610
Legal Affairs	2,174	2,678	2,945
Finance & Economic Development	24,041	30,386	32,703
Education, Aviation & Planning	33,993	38,960	38,705
Tourism, Commerce Transport & Works	26,304	41,791	40,362
Comm. Affairs, Sports, Women, Youth, & Culture	10,489	12,912	13,171
Health, Social Welfare Drug Abuse Prev. & Rehab.	40,177	52,742	53,936
Agriculture, Comm., Envnmt., & Natural Resources	29,337	23,084	21,973
	---	---	---
Total	199,916	239,783	247,254

CAPITAL EXPENDITURE (CI\$000s)

Capital Acquisitions	8,683	7,295	4,715
Capital Development			
Public Buildings	4,508	7,991	15,476
Roads	4,176	11,196	16,686
Recreational & Cultural Facilities	4,591	1,522	1,650
Cemeteries	139	176	99
Harbours & Docks	74	389	70
Purchase of Lands	2,130	5,216	2,552
Land Fill Development	49	82	111
Health Care Facilities	6,876	3,541	1,356
Agricultural Development	62	146	107
Design Development & Costing	-	59	398
	---	---	---
	22,605	30,318	38,505
Total Capital Expenditure	31,288	37,613	43,220

STATUTORY EXPENDITURE (CI \$000s)

Public Debt Charge	16,760	18,761	21,224
Other Stat. Exp.	12,989	13,585	15,565
	29,749	32,346	36,789
Total Expenditure	260,953	310,519	327,263
	=====	=====	=====

Source: Annual Accounts and Estimates of the Cayman Islands Government

2001

ANNUAL REPORT

AND

OFFICIAL HANDBOOK



CAYMAN ISLANDS
2001
ANNUAL REPORT &
OFFICIAL HANDBOOK



Published by the Government of the Cayman Islands
June 2002

George Town, Grand Cayman
Cayman Islands

Contents

History in the Making

His Excellency the Governor, Mr. Peter Smith, CBE

1

Sustaining Prosperity and Preserving Quality of Life

Chapter 1 — Synopsis of Major Developments, 11

2

Steering a Course of Stability and Harmony

A report on the Islands' constitution, governance and administration

Chapter 2 – Government, 25

Chapter 3 – Administration, 43

3

Growing the Economy and Strengthening Industries

A report on key economic indicators and national industries

Chapter 4 – Economy and Public Finance, 51

Chapter 5 – Industry Regulatory and Service Agencies, 57

Chapter 6 – Business Services, 75

4

Protecting the Safety and Health of the People

A report on judicial, legal, safety and health measures

Chapter 7 – Law Enforcement and Public Safety, 91

Chapter 8 – Health Care, 101

5

Shaping the Future

A report on educational, social and cultural thrusts

Chapter 9 – Education and Culture, 117

Chapter 10 – Community Development, Social Services, Youth and Sports, 133

Chapter 11 – Information Services and the Media, 145

6

Strengthening Environmental Protection

A report on weather, conservation, preservation and environmental health

Chapter 12 – The Weather, 153

Chapter 13 – The Natural Environment, 157

Chapter 14 – Environmental Health, 163

7

Viewing the Sister Islands

A report on developments in Cayman Brac and Little Cayman

Chapter 15 – Sister Islands, 173

8

Linking the Islands with the Global Village

A report on communication and transportation

Chapter 16 – Telecommunications, Postal Services and Utilities, 181

Chapter 17 – Air and Sea Transport, 195

Appendices

1. Physical Features, 200
2. The People and their History, 203
3. Cayman Islands Government, 208
4. Cayman Islands Economic Data, 213
5. Miscellaneous Information Section, 217
6. Maps, 241

Acknowledgements, 244

7 LAW ENFORCEMENT AND PUBLIC SAFETY

Public order and safety were enhanced in 2001 with a number of new health-oriented and protective initiatives. Emergency communications responded faster to calls with a new street atlas, computerized mapping and upgraded address database. The Royal Cayman Islands Police (RCIP) introduced a Joint Intelligence Unit that incorporated the RCIP, Customs, Immigration and Prisons. The RCIP also introduced a Family Support Unit, addressing domestic violence and child abuse.

At the same time, the Judicial sector was laying the groundwork for the introduction of a drug court, that would draw on the range of rehabilitative services to take a treatment, rather than adversarial, approach to select offenders. Drug courts have proven highly successful elsewhere in returning offenders to productive lives in the community. The drug court was one of several new alternate sentencing options, including Community Service Orders that were widely utilized by the courts during the year, that the Judiciary considered in 2001.

An external inspection of the prisons brought kudos for "outstanding initiative and commitment," in the continued restoration project. A new Road Safety Advisory Council was introduced with the goal of enhancing safety on Cayman's roads.

The Judicial System

The justice system in the Cayman Islands is administered at three levels – in the Summary Court (including the Youth Court), the Grand Court and the Court of Appeal.

The Summary Court

The Summary Court has civil and criminal jurisdiction. In its criminal jurisdiction, it roughly corresponds to the function of a stipendiary magistrate in England and Wales. One or two legally qualified magistrates normally exercise jurisdiction, although provision is made for two lay justices of the peace to preside.

A magistrate sits with a jury as coroner for the Islands.

The Youth Court

The Youth Court has general jurisdiction to try all summary offences committed by juveniles younger than 17 years. It is presided over by a magistrate who sits alone or with two justices of the peace, at least one of whom must be of the opposite gender to the magistrate, or by three justices of the peace, at least one of whom must be a woman.

With the Children Law coming into effect, a wider function relating to the general welfare of young people will be conferred on the Grand and Summary courts.

Attorney General's Chambers.....	92
Cayman Islands Police Service.....	94
Emergency Communications.....	95
Road Safety Advisory Council.....	95
Cayman Islands Fire Service.....	95
Cayman Islands Prison Service.....	96

Grand Court

Appeals from the Summary Court lie to the Grand Court. The Grand Court is a superior court of record whose jurisdiction is defined in the Constitution of the Cayman Islands and in the Grand Court Law. In general, it has the same jurisdiction as the High Court of Justice of England and Wales and its divisions. The Grand Court administers the common law and the law of equity of England, as well as locally enacted laws and applied laws.

The Cayman Islands Court of Appeal, & The Judicial Committee of the Privy Council

Appeals from the Grand Court lie to the Cayman Islands Court of Appeal, composed of a president and not less than two judges of appeal who hold or have held high judicial office. A judge of the Grand Court may exercise any of the powers of a single judge of the Court of Appeal. Further appeal lies, in certain circumstances, to the Judicial Committee of the Privy Council in London.

Appointments to the Bench

The Cayman Islands has three resident judges, three magistrates and 95 justices of the peace, some of whom serve as lay magistrates. The Governor appoints magistrates on the advice of the Chief Justice. Judges of the Grand Court and the Court of Appeal are appointed in accordance with instructions from the Secretary of State on behalf of Her Majesty the Queen. The Governor, on the advice of the Secretary of State, appoints one of the judges to be the Chief Justice. To be eligible for appointment as a judge or a magistrate, a person must be a qualified barrister or solicitor, who has, in the case of a Grand Court judge, practised for a minimum of ten years; in the case of a magistrate, for not less than five years.

Key Achievements in 2001

To better meet the demands and challenges of the types of serious offences routinely coming before the Youth Court in 2001, magistrates preside on certain days each month. Members of the experienced and dedicated panel of justices, who have voluntarily served for many years in this court, sit with the magistrates as observers.

The groundwork for the introduction of the Drug Court continued in 2001. Draft legislation was circulated and the bill was expected to be presented to the Governor in Council for submission to the Assembly in early 2002.

Teams of treatment providers, including members of the judiciary, attended preparatory seminars in Jamaica and Canada.

The Community Service Orders, implemented in year 2000, were widely utilized by the Courts in 2001 and worked effectively.

The Rules Committee completed the New Cost Rules and important amendments to the Matrimonial Causes Rules.

The Attorney General's Chambers

Under the Constitution the Attorney General is the principal legal adviser to the Cayman Islands Government and exercises control over criminal prosecutions. The Attorney General's Chambers is divided into five areas, all of which report to the Attorney General, who has overall responsibility for the Portfolio of Legal Affairs.

Legislative Drafting

The Legislative Drafting Section consists of three draftspersons and one support staff member. The unit prepares primary and secondary legislation for enactment by the Legislative Assembly, and interprets statute law for the Government and its legal service. Drafting is done on instructions from ministries, subject to Executive Council's decisions on policy and to the overall supervision by the Attorney General.

Law Revision

As the laws are amended, consolidated versions, known as revisions, are produced. Changes are incorporated into one piece of law. An index of amendments and revisions is maintained.

Solicitor General/Legal Department

The Legal Department, managed on a day-to-day basis by the Solicitor General, is staffed by two teams of lawyers, one prosecuting criminal cases, with the other mainly defending in civil litigation and judicial review proceedings. Both provide legal advice, all on behalf of the Attorney General. In addition to giving legal advice, the Solicitor General prosecutes and appears in judicial review cases.

The department also assists the Central Authority (the Chief Justice) under the Mutual Legal Assistance

Law Enforcement and Public Safety

COURT STATISTICS, 1995 to 2001

	1995	1996	1997	1998	1999	2000	2001
Appeals to Court of Appeal							
Criminal	32	51	52	76	49	54	49
Civil	24	19	41	73	35	23	23
Privy Council	1	1	1	6	6	5	3
Grand Court							
Indictments	76	64	64	67	61	79	70
Civil cases (incl. Admiralty)	494	619	782	719	750	864	710
Estates	127	183	145	105	135	164	143
Divorces	140	144	151	168	156	161	170
Adoptions	5	5	3	6	1	0	1
Appeals to Grand Court							
Civil	0	2	5	4	3	1	10
Criminal	71	49	82	52	107	59	63
Summary Court							
Criminal (Grand Cayman)	5,648	4,905	5,117	4,923	4,929	5,297	6,996
Criminal (Cayman Brac)	*	*	104	60	91	94	158
Civil cases	388	762	1,380	1,604	1,403	1,241	350
Maintenance and Affiliation	81	77	72	64	102	125	128
Deaths reported to Coroner	38	29	37	34	29	21	23
Youth Court	185	145	197	213	176	225	331
Juvenile Court	41	34	31	30	32	35	37
Legal Aid							
Civil	192	190	205	203	169	135	166
Criminal	129	144	196	155	162	214	239
Attorneys							
Attorneys licensed to practise	140	147	170	218	227	235	262
Limited admissions	36	34	42	39	48	40	64
General admissions	16	23	30	35	25	27	42
Notaries Public licensed	144	150	167	177	191	233	276
Justices of the Peace							
Grand Cayman	80	81	81	79	80	80	80
Cayman Brac	13	13	13	15	15	15	15

*1995 & 1996 Criminal cases include Cayman Brac. Separate figures given for subsequent years.

Treaty with the United States, which permits the exchange of information on criminal matters. Extradition and "letters rogatory" are also dealt with on behalf of the Attorney General, who is the Mutual Legal Assistance Authority under the Misuse of Drugs (International Corporation) Law and Proceeds of Criminal Conduct Law. The Legal Department is staffed by a Solicitor General, three senior crown counsel, ten crown counsel, secretaries and support staff.

Legal support is provided to the Financial Reporting Unit under the Proceeds of Criminal Conduct Law by designated crown counsel. They act as case controllers to assist in the management of money-laundering cases for prosecution.

Cayman Islands Law School

Affiliated to the University of Liverpool, the Law School provides degree-level education for law students on a full- and part-time basis, followed by a professional practice course. A Legal Advisory Council advises the Governor-in-Council as to the system of legal education. Professional staff comprise a director and six lecturers and there were 112 students enrolled in 2001.

Financial Reporting Unit (FRU)

This is the designated reporting authority for suspicious-activity reports (SARs) under the Proceeds of Criminal Conduct Law, the main anti-money-laundering legislation. The FRU receives, analyses and disseminates SARs through the Egmont Group, an international organization of more than 50 similar agencies. The Egmont Group is the worldwide standard-setting body among financial reporting units. The FRU assists in evidence-gathering for money-laundering prosecutions, and facilitates international legal assistance.

International Division

This new division of the Attorney General's Chambers is designed to co-ordinate and expedite international requests for legal assistance. It is to be headed by a senior crown counsel who liaises with the Legal Department and FRU and reports to the Attorney General.

Royal Cayman Islands Police Service

In the absence of any military force, the Cayman Islands

is unusually reliant upon its police service. The national service with a complement of 322 officers and support staff. Actual strength is less, due to budgetary constraints. The 2002 approved budget was \$16.1 million.

Developments in 2001

The Cayman Islands remains one of the most crime-free countries in the world. However, following a period of plateau, crime in the Cayman Islands rose by 23% in 2001, although the actual numbers remain very low.

The Cayman Islands is a transshipment point for drug trafficking, and large quantities of cocaine and marijuana (locally known as ganja) are recovered annually. The trade promotes in-island consumption and attendant property-crime problems, though this would not be apparent to the million-plus visitors to the Islands each year. The Drug-abuse Resistance Education Programme (DARE) was facilitated by police officers in all government schools for the first time in 2001.

High volume traffic, single-road system and traditional commuter rush hours ensure the Traffic Department is fully employed.

A new initiative to manage information, the Intelligence Unit, was formed from the combined resources of Customs, Immigration, Prison and Police. Meanwhile the Family Support Unit, emerging from joint resources in the Social Service and the RCIP, sought to address domestic violence and child abuse.

Cycle patrols introduced in 2001 have become a popular and personable way of policing the George Town area.

Likely issues requiring policy consideration in the first six months of 2002 include:

- Response to the January 2002 inspection by Her Majesty's Inspector of Constabulary (UK);
- Policing priorities in view of reduced funding;
- Command and rank structure of Police Service;
- Succession planning for the Commissioner's post (current postholder's contract ends February 2002) but up to six months' lead time may be required.

The RCIP's Purpose and Aims

The RCIP exists to make the Cayman Islands a pleasant place to live, a safe place to visit and a secure location in which to maintain an international finance centre. This purpose is achieved through the following key aims:

- To respond appropriately to requests for assistance in reducing criminal activity and keeping roads safe.

The R.C.I.P. and its members, particularly Caymanians, to achieve these aims. Achievement of these aims is sought through a policing strategy which combines Community Policing, by foot/cycle beat patrol officers; Responsive Policing, by attending to calls for assistance appropriately; and Targeted Policing, by focusing on the minority of the people who are known to be actively committing crime.

Emergency Communications

Emergency Communications is now better able to meet public demand for speedy response, with the combined initiatives of computerized mapping, the Street Atlas, and an upgrading of the street address database. Ensuring the best service to the public, training and evaluation remain a priority and protocols continue to be refined. A committee comprising both private and public medical personnel formed to review recommendations. Public education continues and is expected to receive a boost from the planned GIS-produced video to be used in presentations to business and schools. The aim is to reduce abandoned or misdialled calls to 911.

FIGURES ON 911 CALLS, 2001

	FIRE	AMBULANCE	POLICE	POLICE VEH. STPS.	STOLEN VEHICLES	APB	POLICE DISPATCH	PRANK CALLS	INFO CALLS	ABANDON CALLS	WRONG NUMBERS	TOTAL CALLS
JANUARY	18	155	101	842	4	43	91	28	394	1799	2230	5705
FEBRUARY	11	148	727	343	1	26	280	3	320	949	298	3106
MARCH	48	184	551	893	3	75	132	1	349	2483	1332	6051
APRIL	44	162	477	1087	6	89	158	14	399	2450	1194	6080
MAY	48	163	503	1289	5	94	120	3	414	2204	1234	6077
JUNE	32	143	565	1263	5	90	138	5	315	2287	1174	6017
JULY	42	163	567	1210	6	122	180	14	399	2887	1402	6992
AUGUST	39	158	513	1126	2	85	183	8	374	3250	1297	7035
SEPTEMBER	35	98	360	878	1	63	131	1	342	1808	828	4545
OCTOBER	36	141	550	1377	2	86	162	4	473	2751	1239	6821
NOVEMBER	42	153	562	1264	2	94	166	4	479	2859	1261	6886
DECEMBER	22	152	613	1256	3	65	183	2	500	3009	1904	7709
TOTAL	417	1820	6089	12828	40	932	1924	87	4758	28736	15393	73024

The Road Safety Advisory Council

CIRSAC, in existence since 1997, is a non-profit association, whose main objective is to promote road safety. The council comprises individuals representing a cross-section of Cayman's public and private sector. The group meets monthly to address road safety issues such as drinking and driving, seat belt safety, speeding and speed limits, road markings, drivers' education, etc.

CIRSAC has conducted a number of campaigns to educate the public on road safety matters and during 2001 ran a number of television commercials on the dangers of drinking and driving, speeding, failure to wear seatbelts and incorrect road use, etc.

The council welcomes input from the public on matters to be addressed to make Cayman's roads safer. The address of CIRSAC is ciroadsafety@hotmail.com or Post Office Box 10608 APO.

Cayman Islands Fire Service

The Cayman Islands Fire Service (CIFS), headquartered on Owen Roberts Drive in George Town, has a staff complement of 140 officers and five support staff.

The service has a total of 25 pieces of operational rescue and fire-fighting equipment (vehicles and boats).

The department continued to give high priority to the development of its human resources, and considerable

Law Enforcement and Public Safety

ALL CALLS MADE TO THE FIRE SERVICE

1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
235	552	556	494	502	517	578	786	740	786	822	903

emphasis was placed on training in 2001. Three senior officers attended an advanced breathing-apparatus maintenance safety course, modelled on the requirements of the Department of Transport, U.S.A. Yearly practical and theoretical training was also carried out at the airport training ground.

Developments in 2001

During 2001 the Fire Service attended 903 fires and other incidents, an increase of about 10% over 2000.

The value of property involved in fires during 2001 was estimated at \$10,253,106. However, as a result of direct intervention by the Fire Service, actual damage to property was estimated at \$365,605.

Of the 903 fires and incidents dealt with, 27 fires warranted a full investigation. Of these, 55.5% were determined as accidental, arson was suspected in 26%, and the cause of the remaining 18.5% was undetermined.

The department also reviewed approximately 203 sets of architectural drawings and carried out more than 842 inspections. This reflects an approximate 13.2% increase in fire inspections and a decrease of 14.7% in plan review.

The CIFS's Purpose and Aims

The purpose of the CIFS is to protect life and property by utilizing high standards of professional skill. This is achieved by:

- responding to all calls for assistance in a rapid and proficient manner, reducing the degree of danger or damage;
- developing human skills through training; and
- acquiring and maintaining state-of-the-art equipment.

Cayman Islands Prison Service

The Cayman Islands Prisons Service's duty to the public is to keep in custody those committed by the courts. The service's task is to look after inmates with humanity and to help them lead law-abiding and useful lives, in custody and after release. The service further fulfils its

FIRE SERVICE STATISTICS 2000 – 2001

	2000	2001
AIRPORT		
Aircraft Accidents	-	-
Aircraft Incidents	2	1
Full Emergencies	5	5
Local Standbys	32	13
TOTAL AIRPORT	39	19
DOMESTIC		
Fire Alarm	-	150
Special Services	135	148
False Calls	150	32
Building Fires	54	74
Vehicle Fires	33	38
Brush Fires	210	256
Vehicle Accidents	95	93
Chemical Leaks	25	32
Utility	24	36
Boat Fire	11	4
Dump Fire	14	2
Elevator Rescue	21	14
Fire-related Fatalities	-	-
Extrication at M.V.A.*	11	5
TOTAL DOMESTIC	783	884
ALL INCIDENTS	822	903

*M.V.A. = Motor Vehicle Accidents

responsibility to the people of Cayman by ensuring participation in community projects, wherever possible as an added return on society's investment.

Facilities

There are two prison compounds: Northward, which holds the male population, and Fairbanks, the females, with capacities assessed at 217 and 32, respectively. Average population at the end of 2001 was 228 (208 males and 20 females), 71% Caymanian. Among convicted prisoners, 68% had committed offences directly connected to drugs. In 2001 there were 145 staff members, 32% Caymanian.

Key 2001 Developments

The year 2001 was one of continued restructuring and rebuilding, in an ever-tightening financial climate and with a rising prisoner population (including juveniles as young as 15 years). There was also a pattern of increasingly short notice for court commitments.

Prison Inspection

In March, Sir David Ramsbotham, the UK Chief Inspector of Prisons, and his Deputy, Mr. Colin Allen, carried out a weeklong inspection. Overall, he was impressed with the work done to restore the prison, post-1999 riot. Sir David's report comments on the "outstanding initiative and commitment" displayed by staff and prisoners, together with the positive support from the community. However, he was concerned that the Prison Service was suffering from inadequate funding, that there was insufficient positive activity for prisoners and that the training programme was not as pro-active as he would have envisaged.

Building and Continued Facilities Development

Throughout 2001, the emphasis continued on internal development. The former automotive body shop, burnt down in the '99 riot, was rebuilt, extended and reopened to serve as an inmates' reception centre. The two-storey visiting block, built from gifts, was nearing completion. The medical treatment centre was moved from a totally inadequate room in the gate, to a trailer in its own compound. Construction work began on a replacement central laundry, expanded tailors' shop and a washing-up area for the kitchen. Contributions from the UK Good Government Fund were used to improve security on the floor of "D" wing, with the addition of electronic locks and cameras. Another camera was installed on the radio tower behind Northward.

The gate lodge was adapted to provide a communications room and the front of the prison was

cleared of containers. The maintenance unit has been relocated alongside the stores building and additional accommodation was arranged at short notice to cope with immigration detainees.

In another area of physical development, the residential bungalows located just outside the Prison compound were refurbished to adequately accommodate the Prison Headquarters. This enabled the administrative unit to move out of the prison compound. The bungalows were also adapted to include a hostel unit for selected prisoners who regularly work outside the compound.

The Caribbean Training Centre, opened by the Governor in May, was also located in this refurbished facility. The centre has facilitated major improvements in staff training that included in 2001 two middle-management courses, a hostage negotiator workshop and two conferences.

In other training, staff attended personnel management and security management courses, both conducted by the UK in Jamaica. All principal and lead officers attended an assessment centre, and a recruits course was organized at the start of 2001. Closer links were established with the Jamaican Prison Service and three control-and-restraint instructors from the local Prison Service conducted a two-week course in Kingston.

At HMP Fairbanks considerable development was undertaken with respect to the internal structure of the building, creating a classroom, sewing and hairdressing rooms. In addition, external areas were improved greatly, with the result that the female prison has taken on a pleasing professional aspect. Once again, without the generosity and help of the local community, most of this would not have been possible.

Community Involvement

There have also been improvements in regime, particularly with respect to education. Volunteer teachers have been of major assistance in improving literacy standards. The Rotary Club funded external examination courses and a number of local firms continued to give much appreciated assistance. The "grow-box" project and the external farm have developed out of all recognition under the leadership of the volunteer farm supervisor.

Chaplaincy

The Prison Service was fortunate to have had a very dedicated part-time chaplain for the first part of 2001. However, the appointment of a full-time chaplain has made a major difference, not only in the provision and co-

Law Enforcement and Public Safety

ordination of religious activities but also in the development of a positive sports and activities programme. Included here was the match against the Royal Navy guard ship, in which the Northward football team remained undefeated. In cooperation with the National Drug Council, the activities programme featured a successful family day that included visits by a number of groups and some concerts.

Introduction of Segregation Unit

Two disturbing incidents in 2001 -- an escape (though the prisoner was recovered within 36 hours) and a small fire that was quickly extinguished -- led to the introduction of a segregation unit. This unit aids in the management of a small group of troublesome prisoners.

The creation of the unit had a positive effect on control but presented accommodation issues as it reduced available cell space.

The Cayman Islands Hospital

The Cayman Islands Hospital is a modern, 139,066 square foot, two-storey facility with a total of 124 beds. Main inpatient wards include Medical (24 beds), Surgical (20), Maternity (13), and Paediatric (13). Other facilities include a Critical Care Unit (8 beds), Neonatal Intensive Care Unit (6), an Ambulatory Care Unit (8), an observation room (2) and outpatient facilities. At least one doctor is available on the compound at any given time. There are three operating theatres, a dialysis unit, as well as physiotherapy, X-ray and laboratory facilities. Other facilities include a pharmacy, morgue and a forensic and drug-testing laboratory, along with outpatient specialist clinics, administrative offices, a professional library and a medical records section.

Construction commenced in mid-2001 on new inpatient units for mental health (8 beds), care of the elderly (10 beds), hospice care (2 beds), and a day-care facility for up to 12 mental health or elderly people. Completion is slated for the end of 2002.

Hospital admissions decreased slightly from 4,277 in 2000 to 4,129 in 2001.

Accident and Emergency Services

With 12 observation beds, the Accident and Emergency Unit (A&E) provides seven-days-a-week, 24-hour emergency services. In the event of a disaster the A & E becomes the receiving centre for all seriously injured. Two new ambulances were acquired in September.

Outpatient and casualty visits decreased by 4%, from 76,754 in 2001 to 76,704 in 2000. There was a small increase of 2% in ambulance calls (from 2,497 in 2001 to 2,611 in 2000).

Outpatient and Inpatient Specialist Services

Specialist services include surgery, gynaecology & obstetrics, paediatrics, internal medicine, dermatology, anaesthesiology, public health, orthopaedics, psychiatry, cardiology, gastroenterology, rheumatology, radiology, ophthalmology, ophthalmology, ear, nose and throat, podontology, reconstructive surgery, faciomaxillary surgery, and urology.

Outpatient specialist clinics offer services by appointment as well as on a walk-in basis. The department's staff includes 17 resident physicians, two visiting specialists and a nutritionist. Patient visits increased by 4.6% to 23,573, compared to the previous

year's 22,532. A weekly clinic offering electroencephalography (EEG) and electromyography (EMG) was added in 2001 and a new rhyno-laryngoscope was purchased.

X-ray and Ultrasound

The X-ray and Ultrasound Unit offers diagnostic mammography services, including fine-needle aspiration biopsies and wire localization procedures. Mammographic studies decreased by 3.6% to 721, from 748 in 2000. X-ray and ultrasound procedures increased by 3%, while CT scans decreased by 12.2%, from 1,103 in 2000 to 968 in 2001.

The unit continued to participate in the Lions Club's Breast Care Programme.

Laboratory

The Pathology Laboratory provides 24-hour, seven-days-a-week services and at least one medical technologist is on site at all times. A total of 474,364 tests were carried out in 53,738 patient visits, an increase of 13.4% over the previous year's 418,325.

Forensic Laboratory

Demand for the Forensic Science Laboratory's services increased, with the number of tests required rising to 2,972 (1,846, toxicology; 71, blood-alcohol content, 844, drug exhibits; 74, fire debris; 111, trace evidence (includes exhibits from sexual assaults and other serious crimes); and 26 post-mortems. Police use of the laboratory increased and analytical turn-around-times averaged two to three days.

Provision of education and training to health agencies and schools continued.

Pharmacy

A consultation room allows for private medication counselling for complex or confidential prescriptions. A total of 178,158 prescriptions was filled in 2001, an increase of 9.6% over the previous year's 162,767. In addition, 37,388 prescriptions were processed at the four district health centres.

Chemotherapy was available locally for the first time in 2001. Ten new drugs, primarily anti-infectives and for treating diabetes, were added.

Probation Services

The Court Duty Officer serves as an immediate contact for magistrates, and provides an opportunity to court users to consult with the unit. The Probation Office liaises between the magistrates and offenders referred to driving whilst intoxicated (DWI) programmes (offered mainly by Caribbean Haven) and for drug assessments.

For the purpose of comparison the following table shows the various reports carried out by the Probation Unit:

Report			
Year	SIR/CSR*	Parole	Total
1998	88	51	139
1999	82	52	144
2000	197	135	332
2001	327	101	428

* SIR = Social Inquiry Report

CSR = Community Service Report

The Probation/ Aftercare Unit supervised 131 persons on probation orders, most of which were for periods of two or more years. Orders included additional conditions such as participation, prior to sentencing, in drug counselling and domestic violence and anger management programmes.

At 31 December 2001, 75 Community Service Orders, involving 4,066 outstanding hours, were in force.

The Probation/ Aftercare Unit continues to provide group-work programmes at both H.M. Prisons Northward and Fairbanks. The unit maintains weekly contact with individual inmates dealing with issues concerning criminal proceedings, legal representation, offending behaviour, practical and family matters, and inter-relationships within the prison. There was a significant level of emotional problems.

At end of December 2001, the unit was supervising 87 parolees. As with previous years, parole licences ranged from one to six years, the majority in the two- to three-year range. About 10% of parolees were recalled in 2001.

Sunrise Adult Training Centre

The Sunrise Adult Training Centre (SATC) completed its 15th year of operation in November. The primary function of the programme is equip adults with disabilities with skills to assist them in becoming responsible, productive and fully functioning members of the community. Opportunities offered include life skills courses, vocational training, supervised job placement, production and sales, academic upgrading, and computer assisted learning.

Twenty-four persons, ages 17 to 46 years, were enrolled in 2001. Nine were employed in a variety of part time jobs such as laundry helper, groundsman, care assistant, hotel housekeeper and janitor, with several others awaiting placement. Those employed continue to participate in the activities of the centre, returning for counselling and support, individual programmes and to socialize when work schedules permit.

Trainees attend the centre from Monday to Friday 8:00 a.m. to 2:30 p.m. There are no residential opportunities though many would benefit from an opportunity to live in a supported independent living situation or in a home. Families need respite-care facilities to give them an occasional break from the year-round stress of caring for a high-need family member. Among the responsibilities is a duty to promote the development of such facilities.

In 2001 the Legislative Assembly voted to support the recommendations of the Beverley Beckles' Report on provisions for persons with disabilities. Centralized and expansion of facilities are scheduled to start in 2002. Eventually a full-service, purpose-built facility will be acquired to better meet the needs of differently-abled adults in the Cayman Islands.

Women's Affairs

The Ministry of Women's Affairs focused its efforts on the development of a national policy on gender equality and equality. While the aim of the policy is to advance the status of women, the concept of gender equity and equality incorporates empowering women in partnership with men. In 2001, the draft National Policy on Gender Equality and Equality was completed, with finalization anticipated in August 2002.

Regional Domestic Violence

Domestic Violence Training Programme (DVITP)

With Vision 2008, the ministry continued to share information responsibilities with the Royal Trinidad and Tobago Police for the Domestic Violence Training Programme for police officers and officers. The training programme will continue with approximately 400 persons receiving domestic sensitivity training. Since the programme began in 2002, 22 persons, ten qualified to conduct training, have been trained. The Family Support Unit began full operation in 2001 and has been working closely with the Women's Resource Centre on issues relating to domestic violence.

Community Participation

The programme officer responsible for Women's Affairs is a member of the Caribbean Community (CARICOM) Fifth Ministerial Council for Human and Social Development and is based in Georgetown, Guyana.

Women's Resource Centre

Since November 1997, the Women's Resource Centre has been a point of contact for the general public seeking information, resources, services, and programmes aimed at improving the status of women and families. The Women's Resource Centre continued to experience an increase in public acceptance with just over 500 people contacting the centre by phone or in person. Staffed full-time by a programme officer and an administrative officer, the unit benefits from the assistance of a small team of volunteers.

Programmes

All services are available at no cost to the public.

Services provided by the Women's Resource Centre:

- A monthly educational newsletter;
- A resource library containing a wide range of self-help books and magazines for women, men and children;

- A computer, colour printer, fax machine and copier for individuals and organizations;
- Participation in activities enhancing the status of women;
- A meeting place for women's and other groups and organizations; for example, *Bosom Buddies* (a women's survivor support group) and the Business and

Professional Women's Club utilize the WRC as their meeting place on a regular basis.

- Two private rooms, equipped with breast pumps, are used for breastfeeding or expressing milk.
- With the motto, *Empowerment through Information and Education*, the Women's Resource Centre provided various programmes, workshops and presentations throughout the year. One programme that operates through the WRC is the Legal Befrienders, served by a group of volunteer lawyers who provide confidential, free legal advice to victims of domestic abuse. Walk-in clinics are held weekly at the WRC, and a phone line is available three times a week.

All programmes at the WRC are available at no cost to the public. Through systematic networking with other government departments, community agencies, organizations and individuals, the WRC provided workshops, presentations, support groups, and hosted regular meetings.

Topics included:

- Health -- breast cancer; stress management;
- Parenting -- *Nurturing Me: A Workshop for Mothers; It's Your Time, Dad* (a workshop for fathers);
- Personal Enhancement -- A money-management workshop;
- Information Booths -- WRC information was available at the Bodden Town Community Development Day, the National Drug Council's Garage Sale and the WRC's third annual fund-raising garage sale; and
- Legal Issues -- a will-writing workshop

Domestic Abuse

The Women's Resource Centre has always been involved in the area of domestic abuse. It is represented on the National Committee Against Domestic Abuse, the programme officer serving as secretary.

The programme officer also assisted in the production of 12 monthly television panel discussions called *FOCUS...On Domestic Abuse*. The purpose of the show was to raise the level of public awareness on issues and resources.

The Women's Resource Centre participated in the Business and Professional Women's Club's 16 Days of Activism Against Gender Violence second annual Silent Witness March, held on 18 October 2001. A joint effort of BPWC, the National Committee Against Domestic Abuse (NCADA), CITN and the Ministry of Women's Affairs, the march remembered past victims and signalled support of those still suffering.

The Women's Resource Centre also participated in the campaign by hosting an information-gathering workshop on abuse of the elderly.

Honouring Women Month

In March 1999, the then Governor officially declared March as Honouring Women Month, as part of the Islands' observance of International Women's Day (8 March). In 2001, in a ceremony marking the day, the Islands' Governor, Mr. Peter Smith, unveiled the UNIFEM (United Nations Development Fund for Women) stamp issue that was released by the Cayman Islands Post Office. The stamp release, *A Life Free of Violence: It's Our Right*, was a part of the United Nations' women's human rights campaign.

Throughout Honouring Women Month, 18 businesses on Grand Cayman and Cayman Brac offered discounts to women. With approximately 100 persons registered, the Women's Resource Centre's third annual walkathon in observance of International Women's Day was successful in its aims to increase public awareness of the WRC and raise funds for the centre. The WRC also organized activities and workshops focusing on women.

National Council of Voluntary Organisations (NCVO)

The Ministry of Community Services, Women's Affairs, Youth and Sports has answerability in the Legislative Assembly for the NVCO. Additionally, the ministry provides financial assistance that covers the salaries of staff at the NCVO, at the Miss Nadine Andreas Children Services, and at the Pines Retirement Home.

Begun in 1974 as an independent, non-profit charitable organization, the NCVO's mission is to identify and assist in meeting the ever-increasing social needs of the community. Financial support comes from donations, membership fees, fees for services rendered, and fund-raising.

Its projects rely heavily on voluntary assistance and the support of service, youth and cultural organizations as well as of churches, sports clubs and private citizens. Members of the NCVO's executive committee are all volunteers.

Children's Services

- The Nadine Andreas Residential Foster Home, providing a home environment for children on long-

or short-term placements;

- Miss Nadine's Pre-school, offering care and educational programming for two- to four-year-olds; and
- The Jack and Jill Nursery and Early Learning Centre, providing day care for infants from birth to two years.

Social Services

The Pines

The NCVO-operated retirement home on Grand Cayman provides assisted-living, nursing and day-care for the elderly. Staff receive ongoing in-service training on a variety of topics related to care and welfare of the elderly and disabled.

Other Community Services

The John R Gray Memorial Scholarship Fund
The NVCO founded and administers the John R Gray Memorial Scholarship Fund, which annually assists students pursuing higher education.

The Caring Cousins Welfare Scheme

The council runs the *Caring Cousins Welfare Scheme*, which helps individuals with necessities such as food, clothing and medical supplies. The scheme also regularly spends money for elderly citizens and assists those undergoing hardship.

The Pink Ladies Volunteer Corps

The Pink Ladies Volunteer Corps supports local organizations and responds to requests for financial aid. It has provided aid to the Cayman Islands Hospital, the Lighthouse School, the NCVO Children's Service and the Pines. Members fundraise through the Pink Hibiscus Coffee Shop, the hospital, the sale of craft items, an annual fashion show and tea party, an evening dinner and a Christmas party.

The NCVO Bargain Shop

The shop sells used clothing, furniture, appliances and miscellaneous items. Public-spirited citizens donate items and all funds raised contribute to the council's projects. The shop moved in 2001 to enable expansion and to offer a variety of offerings.

Lifeline Telephone Counselling Service

This service, open to all callers, is staffed by 12 volunteers, usually from 7 p.m. to 10 p.m. on weekdays. The telephone number is 949-6969.

3 APPENDIX

Chief Officers, at 31 December, 2001

Governor of the Cayman Islands: **Mr. Peter J. Smith, CBE**

Chief Justice of the Cayman Islands: **The Hon. Anthony Smellie, QC, JP**

Speaker of the House: **The Hon. Julianna O'Connor-Connolly**

Portfolio of Internal & External Affairs

Chief Secretary: The Hon. James M. Ryan, MBE, JP
 Deputy Chief Secretary: Mr. Donovan Ebanks, MBE
 Permanent Secretary, Personnel: Mr. Colin Ross
 Deputy Permanent Secretary/Personnel: Mr. Graham Wood
 Cayman Islands Government Representative in the United Kingdom: Mrs. Jennifer Dilbert
 Commissioner of Police: Mr. David Thursfield, QPM
 Chief Immigration Officer: Mr. Orrett Connor
 Clerk of the Legislative Assembly: Ms Wendy Lauer Ebanks
 Chief Information Officer: Miss Pat Ebanks, MVO
 Clerk of the Executive Council: Ms Carmena Watler
 Passport Officer: Mrs. Janice McLean

Portfolio of Legal Administration

Attorney General: The Hon. David Ballantyne
 Solicitor General: Mr. Samuel Bulgin
 Director of Legal Studies: Mr. Mitchell Davies
 First Legislative Counsel: Mrs. Myrtle Brandt

Portfolio of Finance and Economics

Financial Secretary: The Hon. George A. McCarthy, OBE, JP
 Deputy Financial Secretary: Mr. Joel Walton, JP

Accountant General: Mrs. Sonia McLaughlin
 Collector of Customs: Mr. Carlon Powery
 Registrar General/Registrar of Companies: Mr. Delano Solomon, JP
 Director, Cayman Islands Shipping Registry: Mr. Peter Gibbs
 Director of Economic Research: Dr. Elizabeth Parsan
 Director of Internal Audit: Mrs. Anne Owens (acting)
 Director of Budget and Management Unit: Mr. Peter Gough
 Chief Statistician: Mr. Brian Boxill

Ministry of Tourism, Environment, Development and Commerce

Member of the Executive Council: The Hon. Mark Bush, OBE, JP
 Permanent Secretary: Mr. Charles Clifford
 Director of Tourism (Interim): Ms Pilar Bush
 Director, Department of Environment: Mrs. Gina Ebanks Petrie
 Chief Fire Officer: Mr. Kirkland H. Nixon, QFSM, MBE

Ministry of Planning, Communications, Works and Information Technology

Member of the Executive Council: The Hon. Lin Pierson, OBE, JP
 Permanent Secretary: Mr. Kearney Gomez, MBE, JP
 Director of Planning: Mr. Kenneth Ebanks
 Postmaster General: Mrs. Mona Banks-Jackson, MBE
 Chief Engineer, Public Works: Mr. Colford Scott
 Director, MRCU: Dr. William Petrie
 Director, Department of Environmental Health: Mr. Theresa Kuczynski
 Director of Lands & Survey/Registrar of Lands: Mr. [Name obscured]

Appendix 3: Cayman Islands Government

Financial Services Regulatory Regime

Government Web Site Directory

Appendices

chanan

Computer Services: Mr. Gilbert McLaughlin
 Information Technology Strategy Unit: Mr.
 David Archbold

Ministry of Education, Human Resources and Culture

Executive Council: The Hon. J. A. Roy Bodden, JP
 Permanent Secretary: Mrs. Joy Basdeo, MBE, JP
 Education Officer: Mrs. Nyda Flatley
 Inspector of Schools: Mrs. Mary Rodrigues
 Officer of Employment Relations: Mr. Walling Whittaker
 Cayman Islands National Archive: Dr. Philip
 Public Library: Ms Benedicta Conolly (acting)

Ministry of Health Services, District Administration and Agriculture

Executive Council: The Hon. Gilbert
 Secretary: Ms. Andrea Bryan, JP
 Health Services Department: Mr. Mervyn
 Director of Health Services: Mrs. Eloise Reid, MBE
 Medical Officer: Dr. Bryan Heap
 Officer of Health: Dr. A Kiran Kumar
 Medical Officer: Dr. John Vlitos
 Nursing Officer: Mrs. Ivy Collins
 Medical Officer: Mr. Robert Flake
 Administrative Officer: Mrs. Cathy Gomez
 Officer in Charge, Faith Hospital: Dr. Marjorie
 (acting)
 Broadcasting: Mr. Loxley Banks
 Commissioner: Mr. Kenny Ryan
 District Commissioner: Mr. Ernie Scott
 Cultural Officer: Dr. Alfred Benjamin

Community Service, Women's and Youth and Sports

Executive Council: Dr. The Hon. Frank
 Secretary: Mr. Carson Ebanks, JP
 Social Services: Mrs. Deanna Look Loy
 Youth & Sports: Mr. Charles Branche
 Substance Abuse Services: Mrs. Karen Ferruccio
 Prisons: Mr. John Forster

The Judiciary

Chief Justice: The Hon. Anthony Smellie, QC, JP
 Puisne Judges: The Hon. Henry Graham, JP
 The Hon. Dale Sanderson, JP

Magistrates: Mrs. Grace Donalds, JP
 Mrs. Margaret Ramsey-Hale, JP
 Miss Nova Hall, JP

Court Administrator: Mrs. Delene Cacho, JP

Clerk of Courts: Ms Audrey Bodden, JP

Cayman Islands Audit Office

Auditor General: Mr. Nigel Esdaile

Statutory Authorities

Chairman, Public Service Commission: Mr. Athelston
 C.E. Long, CMG, CBE
 Director, Civil Aviation Authority: Mr. Richard Smith
 Director, Port Authority: Mr. Paul Hurlston
 Director, Water Authority: Dr. Gelia Frederick-van
 Genderen
 Manager, Housing Development Corporation and the
 Agricultural and Industrial Development Board (AIDB):
 Mrs. Angela Miller
 Managing Director, Cayman Islands Monetary Authority:
 Mr. John Bourbon
 Chief Executive Officer, Cayman Islands Stock Exchange:
 Ms Valia Theodoraki
 President, Community College of the Cayman Islands:
 Mr. Sam Basdeo
 Director, Cayman Islands National Museum: Miss Anita
 Ebanks, Cert. Hon.

Appendices

associations, plays a vital role as the pulse of the industry, and the government consults with the Committee regularly on matters of importance including major policy initiatives and legislation.

Government Web Site Directory

Government Portal

For access to web sites for ministries, portfolios, Immigration, recruitment (Personnel), the Women's Resource Centre, MRCU, the Weather Service and the Public Service Pensions Board (the Law School and Radio Cayman will soon be added), and links to all other Government web sites (including those listed below): www.gov.ky

Government Sites

Cayman Airways
www.caymanairways.com

Cayman National Cultural Foundation
www.artscayman.org

Department of Environment
<http://DoE.8m.com>

Department of Tourism
www.caymanislands.ky
www.divecayman.ky

Human Rights
www.humanrightstoday.ky

Portfolio of Finance and Economics
www.caymanfinance.gov.ky

Monetary Authority
www.cimoney.com.ky

National Museum
www.museum.ky

National Drug Council
www.ndccayman.com

Pedro St. James National Historic Site
www.pedrostjames.ky

Pirates' Week National Festival
www.piratesweekfestival.com

Planning Department
www.planning.gov.ky

Royal Cayman Islands Police Service
www.rcip.ky

Port Authority
www.caymanport.com

Queen Elizabeth II Botanic Park
www.botanic-park.ky

Quincentennial Celebrations Office
www.cayman500.ky

Stock Exchange
www.csx.com.ky

Turtle Farm
www.turtle.ky

CAYMAN ISLANDS
2002
ANNUAL REPORT &
OFFICIAL HANDBOOK



Published by the Government of the Cayman Islands
September 2003

George Town, Grand Cayman
Cayman Islands

Foreword

The Cayman Islands Annual Report and Official Handbook documents the highlights of a year in the life of the Government and people of the Cayman Islands. It is an important historical record and source of statistical data.

The Annual Report is prepared by Government Information Services (GIS). Drawing on a wide range of official and other authoritative sources, it provides a factual review of government policy and other recent developments.

As in previous issues, this 2002 edition has been designed to serve as a reference source on government. Contributing to this aim, charts, tables, and graphs have been incorporated into various chapters. For the convenience of readers, an index is also included.

Contents

A Message

His Excellency the Governor, Mr. Bruce Dinwiddie

1

Sustaining Prosperity and Preserving Quality of Life

Chapter 1 – Synopsis of Major Developments, 9

2

Steering a Course of Stability and Harmony

A report on the Islands' constitution, governance and administration

Chapter 2 – Government, 21

Chapter 3 – Administration, 35

3

Growing the Economy and Strengthening Industries

A report on key economic indicators and national industries

Chapter 4 – Economy and Public Finance, 43

Chapter 5 – Industry Regulatory and Service Agencies, 47

Chapter 6 – Business Services, 59

4

Protecting the Safety and Health of the People

A report on judicial, legal, safety and health measures

Chapter 7 – Law Enforcement and Public Safety, 73

Chapter 8 – Health Care, 81

5

Shaping the Future

A report on educational, social and cultural thrusts

Chapter 9 – Education and Culture, 99

Chapter 10 – Community and Social Services, 111

Chapter 11 – Information Services and the Media, 123

6

Strengthening Environmental Protection

A report on weather, conservation, preservation and the human-environment interface

Chapter 12 – Weather, 129

Chapter 13 – Environment, 131

7

Viewing Cayman Brac and Little Cayman

A report on developments in Cayman Brac and Little Cayman

Chapter 14 – Cayman Brac and Little Cayman, 143

8

Linking the Islands with the Global Village

A report on communication, transportation and infrastructure

Chapter 15 – Infrastructure, Service and Support, 151

Index, 159

Appendices

1. Maps, 162
2. Government Web Site Directory, 164

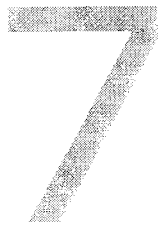
Acknowledgements

SECTION

4

PROTECTING THE SAFETY AND HEALTH
OF THE PEOPLE

Law Enforcement and Public Safety



LAW ENFORCEMENT AND PUBLIC SAFETY

The Judicial Department reports its performance measures for the first time; putting to rest the concern that accrual accounting may not work for the delivery of justice. The police report crime fell by 4% in "one of the most crime-free countries in the world." 911 Emergency Communications continued its public information campaign, striving to reduce an alarming number of abandoned or misdialed 911 calls. In a post-September 11 world, the Fire Service trained officers in aircraft fire fighting and aviation rescue. In a move that emphasizes rehabilitation, the Prison Service is moved from the Portfolio of Internal and External Affairs to the Ministry of Community Services, Women's Affairs, Youth and Sports.

The Judiciary and The Judicial Department

Introduction and Overview

The Ceremonial Opening of the Grand Court took place in January, attended by members of the Judiciary and the Bar. It began with the inspection of the Guard of Honour by the Honourable Chief Justice accompanied by the Commissioner of Police and the Clerk of Court.

The Attorney General was invited to move a motion for the opening of the Grand Court and the response of the Honourable Chief Justice included an overview of 2002 accomplishments, together with accompanying statistics. The Chief Justice noted the proposals for legislative reform and the new sentencing measures but urged consultation with the judiciary before the reforms are made. He also commented on the Constitutional modernisation process and the proposals which seek to address the independence of the judiciary. He returned to this theme in his main speech when he spoke of the functions and responsibilities of the staff of the judicial administration. The Chief Justice also welcomed the proposed new Code of Conduct for the

legal profession which would replace the "rather archaic regime" which now operates under section 7 of the Legal Practitioners' Law (2002 Revision).

Other matters of importance addressed included the terms and conditions of service of the Magistracy, the need for new Court facilities and the necessity for a dedicated computer system due to the confidential and often sensitive nature of the work.

Performance Measures for 2002

Actual outputs exceeded estimated outputs (see Table on next page). Figures should be considered by referring to the estimated budget compared to the actual budget for the provision of the outputs.

Criminal indictments in the Grand Court were estimated at 80. However the actual number was 60, possibly because more individuals elected to have their cases tried in the Summary Court for Category B offences,

The Attorney General's Chambers.....	75
Royal Cayman Islands Police Service.....	75
911 Emergency Communications.....	76
Road Safety Advisory Council.....	77
Fire Service.....	78
Prison Service.....	79

Law Enforcement and Public Safety

Performance Measures	Estimated	Actual
Civil Cases	900	1467
Civil Appeals	25	22
Divorce and Estate	400	301
Criminal cases Summary Court	7,000	10,389
Criminal Indictments in Grand Court	80	61
Cases filed prepared for Coroner's Court	34	33
Civil Legal Aid applications	75	148
*Approved Civil Legal Aid		79
Criminal Legal Aid applications	240	176
*Approved Criminal Legal Aid		162
Services to support tickets issued by RCIP	5,000	7303
Collection of Outstanding Fines	\$1.3m.	\$1.154m
Legal Aid	\$830,000	\$1,203,660.25

Collection of outstanding fines faltered in 2002, largely because of the number of outstanding warrants and their non-delivery, especially in the outlying districts. In addition, recent changes in the Traffic Law meant fines being prorated to reflect charges only on speeds that exceeded posted limits by at least 10 mph. Previously, an offender could incur a fine at any point over the stated limit. Fines collected by the Courts Office continue to be remitted

or that there were fewer more serious offences coming before the Court, or that the Grand Court achieved speedier disposal. (But the disposal rate still averaged 18 months per indictment—the benchmark identified in the judiciary's report in 2000).

to the Treasury daily. They do not form a part of the Judicial Administration's budget.

COURT STATISTICS, 1996 to 2002

	1996	1997	1998	1999	2000	2001	2002
Appeals to Court of Appeal							
Criminal	51	52	76	49	54	49	34
Civil	19	41	73	35	23	23	22
Grand Court							
Indictments	64	64	67	61	79	70	61
Civil cases (incl. Admiralty)	619	782	719	750	864	710	936
Estates	183	145	105	135	164	143	108
Divorces	144	151	168	156	161	170	193
Adoptions	5	3	6	1	0	1	0
Appeals to Grand Court	51	87	56	110	60	73	63
Summary Court							
Criminal (Grand Cayman)	4,905	5,117	4,923	4,929	5,297	6,996	10300
Criminal (Cayman Brac)	*	104	60	91	94	158	89
Civil cases	762	1,380	1,604	1,403	1,241	350	399
Maintenance and Affiliation	77	72	64	102	125	128	132
Deaths reported to Coroner	29	37	34	29	21	23	33
Youth Court	145	197	213	176	225	331	132
Juvenile Court	34	31	30	32	35	37	38

*1996 Criminal cases include Cayman Brac. Separate figures given for subsequent years.

*Law Enforcement and Public Safety***Legal Aid**

An estimated C\$1.3m was allocated for 2002, based on a performance measure totaling 415 civil and criminal legal aid applications. The amount actually spent increased by 70% compared to previous years. This was attributable to the Euro Bank trial—which continues to have a knock-on effect on the 2003 budget.

Law Reports

This service continued, achieving high standards and staying within budget. In 2002 the rate of subscription increased, both locally and abroad, and the total accruing from the sale of the Cayman Islands Law Reports was C\$19,585.00.

The Attorney General's Chambers

Under the Constitution the Attorney General is the principal legal adviser to the Cayman Islands Government and exercises control over criminal prosecutions. The Attorney General's Chambers is divided into five areas, all of which report to the Attorney General, who has overall responsibility for the Portfolio of Legal Affairs.

Legislative Drafting

The Legislative Drafting Section consists of three draftspersons and one support staff member. The unit prepares primary and secondary legislation for enactment by the Legislative Assembly and interprets statute law for the government and its legal service. Drafting is done on instructions from ministries, subject to Executive Council's decisions on policy and to overall supervision by the Attorney General.

Law Revision

As the laws are amended, consolidated versions, known as revisions, are produced. Changes are incorporated into one piece of law. An index of amendments and revisions is maintained.

Solicitor General/Legal Department

The Legal Department, managed by the Solicitor General on a day-to-day basis, is staffed by two teams of lawyers, one prosecuting criminal cases, with the other mainly defending in civil litigation and judicial review

proceedings. Both provide legal advice, all on behalf of the Attorney General. In addition to giving legal advice, the Solicitor General prosecutes and appears in judicial review cases. The department also assists the Central Authority (the Chief Justice) under the Mutual Legal Assistance Treaty with the United States, which permits the exchange of information on criminal matters. Extradition and "letters rogatory" are also dealt with on behalf of the Attorney General, who is the Mutual Legal Assistance Authority under the Misuse of Drugs (International Corporation) Law and Proceeds of Criminal Conduct Law. The Legal Department is staffed by a Solicitor General, three senior crown counsel, ten crown counsel, secretaries and support staff. Legal support is provided to the Financial Reporting Unit (FRU) under the Proceeds of Criminal Conduct Law by designated crown counsel. They act as case controllers to assist in the management of money-laundering cases for prosecution.

Cayman Islands Law School

Affiliated to the University of Liverpool, the Law School provides degree-level education for law students on a full- and part-time basis, followed by a professional practice course. A Legal Advisory Council advises the Governor-in-Council as to the system of legal education. Professional staff comprise a director and six lecturers, and 116 students were enrolled in 2002.

International Division

This new division of the Attorney General's Chambers is designed to co-ordinate and expedite international requests for legal assistance. It is to be headed by a senior crown counsel within the Legal Department and will advise the FRU.

Royal Cayman Islands Police Service

In the absence of any military force, the Cayman Islands is reliant upon its police service. The Royal Cayman Islands Police Service (RCIPS) is a national service with a complement of 322 officers and 49 support staff. Actual strength is less, due to budgetary constraints; the 2002 approved budget was \$16,121,539.

Developments in 2002:

The Cayman Islands remains one of the most crime-free

Law Enforcement and Public Safety

countries in the world. Crime in the Islands fell by 4% during 2002, and the actual numbers remain very low. However, Cayman is a transshipment point for drug trafficking, and large quantities of cocaine and cannabis (known locally as ganja) are recovered annually. This trade promotes in-island consumption and attendant property-crime problems, though this is not apparent to the million-plus visitors who arrive in the Islands each year. The Drug-abuse Resistance Education Programme (DARE) was facilitated by police officers in all government and private schools for the first time in 2002.

High volume traffic, single-road systems and traditional commuter rush hours ensure the RCIP Traffic Department is fully employed. A Joint Intelligence Unit, a new initiative to manage information, was formed from the combined resources of Customs, Immigration, Prison and Police. Meanwhile, the Family Support Unit, emerging from joint resources of Social Services and the RCIP, sought to address domestic violence and child abuse.

Cycle patrols, expanded in 2002, have become a popular and personable way of policing the George Town capital.

Issues likely to require policy consideration within the first six months of 2003 include:

- Implementing the recommendations of the January 2002 inspection by Her Majesty's Inspector of Constabulary (UK):

- Policing priorities in view of reduced funding;
- Improving command and rank structure; and
- Adapting to command changes as the posts of commissioner, deputy and assistant commissioner will be filled with new appointees during 2003

The RCIP's Purpose and Aims

The RCIP exists to make the Cayman Islands a peaceful place to live, a safe place to visit and a secure location in which to maintain an international finance centre. This purpose is achieved through the following key aims:

- To respond appropriately to requests for assistance, reduce criminal activity and keep roads safe, and
- To develop the RCIP's systems and its members, particularly Caymanians.

Achievement of these aims is sought through a policing strategy which combines *community policing* by foot/cycle beat patrol officers; *responsive policing* by attending to calls for assistance appropriately; and *targeted policing* by focusing on the minority of the people that is known to be actively committing crime.

9-1-1 Emergency Communications

A combination of computerized mapping, the new *Street Atlas* and an upgrading of the street address database

STATISTICS ON 911 CALLS, 2002

MONTH	FIRE	AMBULANCE	POLICE	POLICE VEH. STPS.	STOLEN VEHICLES	APB	POLICE DISPATCH	PRANK CALLS	INFO CALLS	ABANDON CALLS	WRONG NUMBERS	TOTAL CALLS
JANUARY	39	125	483	1388	1	64	108	1	406	2659	1163	6437
FEBRUARY	39	147	537	1439	4	66	40	5	388	2254	1113	6032
MARCH	49	140	531	1319	1	35	34	5	465	1743	1178	5500
APRIL	56	147	404	1854	0	51	21	1	381	1671	1163	5749
MAY	32	119	563	1216	1	43	17	4	459	2214	1337	6005
JUNE	35	189	537	1312	1	64	26	10	563	2215	1500	6452
JULY	37	139	607	1320	6	59	16	5	714	2361	1528	6792
AUGUST	24	136	531	1654	2	76	9	12	962	2441	1593	7440
SEPTEMBER	31	112	527	1368	1	56	41	1	915	2504	1438	6994
OCTOBER	19	136	538	1522	1	54	55	7	1205	2606	1825	7968
NOVEMBER	31	145	588	1605	6	49	18	7	1460	2327	1772	8008
DECEMBER	32	161	518	1352	4	44	25	15	1248	2451	1672	7522
TOTALS	424	1696	6364	17349	28	661	410	73	9166	27446	17282	80899

Law Enforcement and Public Safety

means that 911 is better able to meet the demands of the public in respect to speedy response to emergencies.

Training and evaluation remains a priority. Therefore protocols continue to be revised and a committee that includes both private and public medical personnel has been formed to review the changes.

Public education continues and assisted by GIS, a video explaining the role of 911 is being produced for use in public presentations for businesses and schools. This should assist in the reduction of abandoned or misdialed 911 calls.

Road Safety Advisory Council

CIRSAC, in existence since 1997, is a non-profit association having the promotion of road safety as its main objective. The council comprises individuals who represent a cross-section of Cayman's public and private sectors. The group meets monthly to address road safety issues such as drinking and driving, seat belt safety, speeding and speed limits, road markings, drivers' education, etc.

CIRSAC has conducted a number of campaigns to educate the public on road safety matters and, during 2002, ran a number of television commercials on the dangers of drinking and driving, speeding, failing to wear seatbelts and using the road incorrectly.

The council welcomes input from the public on matters aimed at making Cayman's roads safer. The address of CIRSAC is ciroadsafety@hotmail.com or PO Box 10608 APO.

MattSafe

The MattSafe Coalition for Safe Driving evolved in late 2002, following the tragic passing of 17-year-old Matthew Thompson, son of GIS Chief Information Officer Patricia Ebanks. Unfortunately, Matthew's accident and death are part of a troubling new phenomenon on Cayman roads. The number of deaths among young drivers in 2002 escalated to an all-time high of four, at year's end comprising almost 50% of road fatalities in that age group occurring in the previous ten-year period. This places Cayman within the ambit of trends in other developing countries in which car crashes are a significantly rising cause of injury and death among drivers, especially teens. Given the trend, the developing pattern on Cayman's roads demands urgent attention. Significantly, in recognition of these alarming

trends worldwide, the World Health Organization has announced that it will be dedicating World Health Day in 2004 (7 April) to road safety.

MattSafe has therefore assumed the mandate of sensitizing and educating parents, teens and communities on how to safeguard young novice drivers from injury and death on the roads.

In tackling this concern from several angles, the MattSafe organization, in line with the approach of most industrialized countries, supports and strongly recommends the introduction of a form of graduated licensing. The organization is therefore working in close consultation with the Cayman Islands Road Safety Advisory Board on recommendations to government concerning this concept. One key feature is a more extended period of supervised driving.

MattSafe maintains a roster of speakers who are available to neighbourhood and community groups, schools and other organizations that wish to learn more about how to protect teen drivers.

Key recommendations to teens and parents include:

- Increased parental vigilance during the first six to 12 months of driving.
- Restrictions on weekend and nighttime driving.
- Limitations on driving in accompaniment with peer-driven cars. Safety in the early stages, may also demand restrictions on teen passengers, especially during high-risk times.
- Consultations on the safety of proposed new car purchases. MattSafe has enlisted a group of volunteers who will inspect cars at time of purchase and periodically on request.
- Eliminate or limit distractions that can cause accidents while driving: examples include cell phones, CD players. One exciting MattSafe project is the "We Pledge" teen/parent contract, based on the concept of supporting responsible driving while offering safe driving incentives. Research shows that positive motivation can overcome risky attitudes. The contract works in conjunction with a "How's My Driving?" bumper sticker that posts a number to be called in event of any infringements of the road code or other risky behaviour. Information is fed back to the parents and teens for discussion in light of the "We Pledge" contract. MattSafe anticipates attractive rewards to teens who complete a year without any negative reports. The idea of building motivation through attractive incentives will also be central to the hoped-for graduated

Law Enforcement and Public Safety

licensing scheme, which will require successful completion of stages before the teen driver can move on to a new phase.

The launch of the We Pledge programme was set for last quarter of 2003.

More information on MattSafe and on safe driving can be obtained by logging on to www.mattsafe.com or email mattsafe@gov.ky. Persons wishing information may also contact MattSafe at 244-1755.

Cayman Islands Fire Service

The Cayman Islands Fire Service (CIFS), headquartered on Owen Roberts Drive in George Town, has a staff of 139 officers including five support staff. The service has 25 pieces of operational rescue and fire-fighting equipment (vehicles and boats).

The department continued to prioritise human resource development and emphasised training in 2002. Three senior officers completed aircraft fire fighting courses in the United Kingdom and an aviation rescue and fire fighting consultant visited from the UK to carry out practical and theoretical aircraft fire fighting training. Yearly refresher training was also conducted at the training ground located at the airport.

Purpose and Aims

The purpose of the CIFS is to protect life and property at a highly professional level. This is achieved by:

- responding to all calls for assistance in a rapid and efficient manner, reducing the degree of danger or damage caused by uncontrolled fires;
- developing human skills through training; and
- acquiring and maintaining state-of-the-art equipment.

CIFS Goals in 2002:

1. To reduce response time.
2. To operate a training facility in Cayman Brac.
3. To complete fire hydrant installation in the eastern districts.

2002 Statistics

During 2002 the Fire Service attended 847 fires and other incidents, a decrease of 6.6% over 2001. The value of property involved in fires during the year was estimated at \$15,600,000. However, as a result of direct intervention

FIRE SERVICE STATISTICS 2000 – 2001		
	2000	2001
AIRPORT		
Aircraft Accidents	-	-
Aircraft Incidents	1	-
Full Emergencies	5	2
Local Standbys	13	24
TOTAL AIRPORT	19	26
DOMESTIC		
Fire Alarm	150	142
Special Services	148	79
False Calls	32	122
Building Fires	74	58
Vehicle Fires	38	41
Brush Fires	256	217
Vehicle Accidents	93	68
Chemical Leaks	32	20
Utility	36	33
Boat Fire	4	-
Dump Fire	2	18
Elevator Rescue	14	16
Fire-related Fatalities	-	-
Extrication at M.V.A.*	5	7
TOTAL DOMESTIC	884	821
ALL INCIDENTS	903	847
*M.V.A. = Motor Vehicle Accidents		

ALL CALLS MADE TO THE FIRE SERVICE											
1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
552	556	494	502	517	578	786	740	786	822	903	847

Law Enforcement and Public Safety

by the Fire Service, actual damage to property was estimated at only \$900,000.

Of the 847 fires and incidents dealt with, 22 fires warranted a full investigation. Of those, 40.9% were determined as being accidental, arson was suspected in 45.5%, and the cause of the remaining 13.6% was undetermined.

The department also reviewed approximately 180 sets of architectural drawings and carried out more than 600 inspections.

Cayman Islands Prison Service

The Prison Service serves the public by keeping in custody those committed by the courts. It looks after inmates with humanity, assisting them to lead law abiding and useful lives in custody and after release. It further assists the people of Cayman by participating in community projects as a return investment to society.

Facilities

The service comprises two prisons: Northward, which holds the male population, has a current capacity of 217 and Fairbanks, for females, with a current capacity of 32. Average population at the end of 2002 was 242 (216 at Northward and 26 at Fairbanks) compared with an average of 228 (208 males and 20 females) in 2001.

The service has 143 staff; 122 of these are uniformed grades and 30% are Caymanian or status-holders. The 22 United Kingdom officers who had been on secondment from early 2000 have completed their contracts and all but five have returned to the UK.

Ministerial Accountability

The Prison Service has been moved from the Portfolio of Internal and External Affairs to the Ministry of Community Services, Women's Affairs, Youth and Sports.

Key 2002 Developments

Increased regime placements have kept the prisoner population occupied. Up to 79% of the population is employed on a variety of activities (up from 31% in 2000). Developing the internal market garden area and the external farm have been major factors in this increase. The outworker scheme has also developed and an average of nine inmates hold jobs in the community, increasing from two in 2001. The service also assisted several community

projects using inmate skills and labour for the purpose. A major shortage of workshops remains—already inadequate in 1999, few were rebuilt after the riot.

Structural improvements include the completion of a two-storey Visits block, containing a security camera system and a metal detector portal. The building also has a canteen facility, a legal visits area and a boardroom that will serve as a training room and a remand magistrate's court. Currently, the Parole Board also uses the boardroom for meetings.

Other completed projects include a central laundry, a secure exercise yard for the Basic Wing, a staff dining room, a shift commander's office, a secure tool store and emergency store and the refurbishment of the High Risk Unit with screens and concrete beds. An extension to B Wing, providing association and dining facilities, is almost complete.

The former chicken farm was converted into a woodwork shop and the area previously used for rabbit breeding now holds kennels to facilitate dog-training courses.

Both prisons have been painted throughout and considerable development also took place at Fairbanks where a classroom, sewing room, mother and baby room, offices and an external grow box area have been constructed. A new sewage tank was fitted, enabling the installation of toilets into the dormitories.

The Education Department has expanded its function, assisted by the *Cayman Islands Reading Aides*, volunteers sponsored by Rotary who attend the prison three times weekly; and the help of volunteer computer tutors. Development of the National Gallery's Inside Art programme has also been a major success. During the year, 206 prisoners utilized the educational facilities. Sports—the prison football team played regular games against outside teams and inmates attended referee and coaching sessions. Sports coaches from the ministry helped with the juveniles and at Fairbanks.

Security Developments include the provision of two drug sniffer dogs to assist the fight against illegal drugs at Northward. Prisoners tested for drug usage increased from 232 in 2000 to 566 in 2002, yet the percentage testing positive decreased from 17.6% to 13.9%. A new and much needed perimeter lighting system has been installed.

The Caribbean Prison Training Centre continues to be a success. Apart from its use for OSA training and as a venue for the 12-week dog handlers' course, six other

Law Enforcement and Public Safety

training courses and two conferences were held. In the last year, eight Caribbean countries sent 65 prison officers to attend courses. The introduction of a Thursday training session combined with staff participation in personnel, security, search and computer courses to improve staff training figures from an average of 1.9 days per member of staff per year in 2000 to a 4.15 days average in 2002.

Future Plans

The Prison Service has plans for a secure juvenile facility to be manned by specially trained officers. The facility will be located inside the perimeter and have its own entrance but it will be walled off from the rest of the prison. A new enhanced unit will also increase capacity at Northward.

In addition, there are plans for a new stores building, for developing an existing building into an extension to the training center, and for operating all administrative functions in one place. Two new PTZ cameras will also be installed on the perimeter.

The Prison Service pays tribute to the tremendous

community support it receives. Donations of goods, services, money and personal time continue to assist in making many of the achievements possible.

Incidents

The only serious incident in 2002 was the escape of a prisoner in April. He was recaptured after a couple of weeks at large.

DOCUMENT REDACTED PER COURT ORDER



STARWOOD

HOTELS & RESORTS WORLDWIDE, INC.

DESIGN REVIEW MEMORANDUM

To: Diana Oreck

From: Steven Sherman

Design Manager - Westin

STARWOOD DESIGN

Date: 6.10.02

CC: DB Kim

Re: Public space review

CC:

☐ Urgent ☒ For Review ☐ Please Comment ☐ Please Reply

ITEM: Public spaces
PROPERTY: Westin Casuarina Resort, Grand Cayman Islands
DATE: 6.10.02

The following is in review of public spaces in the Westin Casuarina resort suggesting changes for compliance with Westin's brand aesthetic.

1. Arrival/Exterior:
 - a. Street visual access of parking lot is unsightly. Recommend one of three options (lighting to be integral):
 1. Stone wall at entry to span length of lot
 2. Hedge interrupted by stone pillars to span length of lot
 3. Hedge to span length of lot
 - b. Paint colors are out-of-date. Recommend Westin Brand approved colors for façade, trim and roof color.

1111 Westchester Avenue, White Plains, NY 10604

TEL 914-640-8100 FAX 914-640-2646

STAR000001



S T A R W O O D

HOTELS & RESORTS WORLDWIDE, INC.

DESIGN REVIEW MEMORANDUM

- c. Exterior signage to be assessed. Current is thematic hewn stone look, not compliant with Westin brand
2. Pool side/Landscaping:
 - a. Outdoor Bars are good architectural examples for Westin.
 - b. Awnings should be re-designed. Suggest different colors or louvered architectural option.
 - c. Westin approved pool lounge furniture instead of strapped metal chaises
 - d. Large sun umbrellas are suggested for poolside and beach front lounging
 - e. General landscaping is good. Suggest fuller varieties of plants at palm tree bases and in planters. Existing plants are thin and sparse.
 - f. Shell motif on pillars and poolside to be replaced with simple non-thematic coordinating elements
3. Lobby:
 - a. Front desk/concierge to incorporate Westin pods.
 - b. Lobby/lounge FF&E to be reselected including furniture, lighting, carpeting, drapes. Existing is too traditional for Westin.
 - c. Signage to be assessed as current is plastic hewn-stone look, inappropriate for Westin brand.
 - d. Existing architecture is acceptable.
4. Corridors/Elevators:
 - a. Complete renovation of corridors to comply with approved Westin design (carpet, wallcovering, lighting). Existing design is thematic with nautical inspired sconces and traditional mouldings on the walls and doors. Thematic elements are more in line with Four Points in aesthetic and therefore should be upgraded to Westin standards.
 - b. Elevator cabs require simple refinishing of wood and replacement of carpet and fabric panels to comply with Westin aesthetic.
 - c. Signage throughout to be assessed as current is thematic stone-like in look and does not comply with ADA standards.

1111 Westchester Avenue, White Plains, NY 10604

TEL 914-640-8100 FAX 914-640-2646

STAR000002



S T A R W O O D

HOTELS & RESORTS WORLDWIDE, INC.

DESIGN REVIEW MEMORANDUM

5. Exercise room:
 - a. Existing room is sparsely furnished and poorly designed. Upgrade to Westin Workout standards is a must.
6. Governors Ballroom (Just renovated but not in line with Westin Direction):
 - a. Carpet - Replace bold patterned carpet.
 - b. Lighting - Replace tassel motif sconces and pendant fixture
 - c. Wallcovering - Replace traditional patterned wallcovering
7. Spa:
 - a. Opened in December and not too far from Westin concept despite their designing without Westin Design guidance. Minor FF&E changes (some furniture, plants etc) will bring spa up to compliance
 - b. Retail display needs to be redesigned for Westin Brand compliance. Design needs to be simpler and more subdued than current display.

1111 Westchester Avenue, White Plains, NY 10604

TEL 914-640-8100 FAX 914-640-2646

STAR000003

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF MASSACHUSETTS

KIMBERLY GENEREUX,
Plaintiff,

v.

C.A. NO. 05-CV-10879-JLT

COLUMBIA SUSSEX CORPORATION
d/b/a WESTIN CASUARINA HOTEL,
STARWOOD HOTELS & RESORTS
WORLDWIDE, INC., WESTIN LICENSE
COMPANY, WESTIN LICENSE
COMPANY NORTH, INC., WESTIN
MANAGEMENT COMPANY EAST,
WESTIN NORTH AMERICA
MANAGEMENT COMPANY, INC.,
GALLEON BEACH RESORT, LTD., and
CORPORATE DEFENDANTS X1-100,
Defendants.

**RESPONSE OF DEFENDANT COLUMBIA SUSSEX CORPORATION
TO PLAINTIFF'S REQUEST FOR PRODUCTION OF DOCUMENTS**

General Objection

Defendant Columbia Sussex Corporation ("Columbia") hereby objects to each production request which seeks information about all of this defendant's hotels and/or resorts, and not specifically about the Westin Casuarina Hotel, on the grounds that such requests are overly broad, not reasonably limited, are unduly burdensome, are not reasonably calculated to lead to the discovery of admissible evidence, and seek information which is not relevant to this action.

Request No. 1

All documents identified in your response to the plaintiff's first set of interrogatories to the defendant.

RESPONSE 1

The Service Agreement between Columbia Sussex and Galleon Beach Resort, Ltd has already been produced. The Manager's Manual and Safety & Loss Prevention Manual referenced in interrogatory answers are available for inspection at the office of counsel for Columbia Sussex.

Request No. 2

All written communications and documents of the plaintiff and/or copies of all written transcriptions of any and all statements and communications of the plaintiff taken on any recording instrument, or by any other means, relative to any of the matters alleged in the plaintiff's complaint.

RESPONSE 2

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 3

All communications and documents of or concerning any and all witnesses to the matters alleged in the plaintiff's complaint including injuries and damages alleged.

RESPONSE 3

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 4

All communications or documents, to you or to anyone else, in your possession, custody or control, which you purport to have been, or know to have been written by the plaintiff.

RESPONSE 4

This defendant has no such documents.

Request No. 5

All documents concerning the incident which gives rise to this action.

RESPONSE 5

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 6

All written reports, internal memoranda or the like of any investigator, safety officer, employee, servant or agent of the defendant concerning the incident.

RESPONSE 6

This defendant has no such documents.

Request No. 7

All documents concerning investigations performed by the defendant concerning the incident.

RESPONSE 7

This defendant has no such documents.

Request No. 8

All documents which identify witnesses to the incident.

RESPONSE 8

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 9

All documents concerning injuries sustained by any person other than the plaintiff allegedly as a result of the incident.

RESPONSE 9

This defendant has no such documents.

Request No. 10

All reports, signed or unsigned, prepared for or filed with Caymanian, British, international and/or U.S. federal, state and/or local authorities stating the defendant's version of the incident.

RESPONSE 10

This defendant has no such documents.

Request No. 11

All reports, signed or unsigned, prepared for or filed with Caymanian, British, international and/or U.S. federal, state and/or local authorities describing witnesses' versions of the incident.

RESPONSE 11

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 12

All documents concerning all communications made by the defendant or made to the defendant at any time by any person, other than your counsel in this action, concerning the incident.

RESPONSE 12

Please see the documents produced by this defendant as part of the Automatic Disclosure in this case.

Request No. 13

All documents concerning the ownership of the "Premises", including without limitation, all documents identifying each and every owner of the "Premises" in May 2002.

RESPONSE 13

Please see this defendant's production response made earlier in this case.

Request No. 14

All documents, including without limitation, deeds, title documents, leases, management or other agreements, relating to the ownership and/or control of the "Premises", which were in effect from January 1, 1999 to date.

RESPONSE 14

Please see this defendant's production response made earlier in this case.

Request No. 15

All agreements between the defendant and the owner of the "Premises" which were in effect in or about May 2002.

RESPONSE 15

Please see this defendant's production response made earlier in this case.

Request No. 16

All documents which identify each and every hotel and/or resort owned, controlled and/or operated by the defendant in May 2002, including without limitation documents which identify the address and location of each facility, the owner, manager and person(s) in overall control of the facility, the owner, manager and person(s) in control of "security measures" at the facility, and any identification numbers or codes used by the defendant to identify the facility in its records.

RESPONSE 16

Please see the General Objection preceding these responses.

Request No. 17

All documents concerning the relationship, if any, between the defendant and all other "persons" who utilized the trade name "Westin" to own, operate, manage, control, supervise, franchise, and/or license hotels and resorts, including without limitation, the other defendants in this action and Westin International Services, LLC.

RESPONSE 17

Please see Response 1 above.

Request No. 18

All documents concerning each and every person responsible for designing, providing, implementing, supervising, and maintaining "security measures" and "security devices" at the defendant's hotels and/or resorts, including, without limitation, each and every employee, agent, servant, representative, management company, manager, contractor and/or subcontractor hired or retained by the defendant.

RESPONSE 18

Please see the General Objection preceding these responses.

Request No. 19

All documents concerning each and every person responsible for designing, providing, implementing, supervising, and maintaining "security measures" and "security devices" at the "Premises", including, without limitation, each and every employee, agent, servant, representative, management company, manager, contractor and/or subcontractor hired or retained by the defendant.

RESPONSE 19

This defendant has no such documents.

Request No. 20

All documents identifying each and every person who had any responsibility for security at the "Premises".

RESPONSE 20

This defendant has no such documents.

Request No. 21

All organizational charts of the defendant concerning and/or illustrating the departments, branches or units of the defendant's management and operation at the "Premises".

RESPONSE 21

This defendant has no such documents.

Request No. 22

All organizational charts of the defendant concerning and/or illustrating the personnel and positions of the defendant whose function was crime prevention, security and/or loss prevention and their supervisors at the defendant's hotels and/or resorts.

RESPONSE 22

Please see the General Objection preceding these responses.

Request No. 23

All organizational charts of the defendant, concerning and/or illustrating the personnel and positions of the defendant whose function was crime prevention, security and/or loss prevention and their supervisors at the "Premises".

RESPONSE 23

This defendant has no such documents.

Request No. 24

All documents concerning the geographic area of responsibility of all supervisory personnel of the defendant whose function was crime prevention, security and/or loss prevention.

RESPONSE 24

Please see the General Objection preceding these responses.

Request No. 25

All documents, concerning the provision of security at the "Premises".

RESPONSE 25

This defendant has no such documents.

Request No. 26

All documents concerning the defendant's policies, practices and procedures for deterring and/or preventing crime at the defendant's hotels and/or resorts.

RESPONSE 26

Please see the General Objection preceding these responses.

Request No. 27

All documents concerning the defendant's policies, practices and procedures for deterring and/or preventing crime at the "Premises".

RESPONSE 27

This defendant has no such documents.

Request No. 28

All documents concerning changes in the defendant's policies, practices and/or procedures with respect to security and crime prevention at the "Premises" after May 3, 2002.

RESPONSE 28

This defendant has no such documents.

Request No. 29

All documents concerning industry and/or other standards used by or relied upon by the defendant in developing security policies for its hotels and/or resorts.

RESPONSE 29

Please see the General Objection preceding these responses.

Request No. 30

All documents concerning industry and/or other standards used by or relied upon by the defendant in developing security policies for the "Premises"

RESPONSE 30

This defendant has no such documents.

Request No. 31

All documents, concerning each and every means and method by which the defendant informed itself of criminal activity at the "Premises", including without limitation, each and every means and method by which the defendant gathered and stored complaints and comments concerning security and safety and criminal activities at the "Premises".

RESPONSE 31

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, and limiting its response to two years before and one year after the plaintiff's alleged incident, this defendant says that it has no such documents.

Request No. 32

All documents concerning any and all incidents of crime at the "Premises", including, without limitation, all security reports, security logs, incident reports, statements, confessions, calls for police assistance and correspondence.

RESPONSE 32

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, and limiting its response to two years before and one year after the plaintiff's alleged incident, this defendant says that it has no such

documents.

Request No. 33

All reports by residents, tenants, guests, customers, agents, managers, supers, employees or other persons of alleged criminal activity or suspicious persons at the "Premises".

RESPONSE 33

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, and limiting its response to two years before and one year after the plaintiff's alleged incident, this defendant says that it has no such documents.

Request No. 34

All documents concerning all complaints made against or to the defendants in connection with alleged crime at the "Premises" at any time.

RESPONSE 34

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, and limiting its response to two years before and one year after the plaintiff's alleged incident, this defendant says that it has no such documents.

Request No. 35

All documents concerning statistics reflecting criminal incidents alleged to have occurred at the "Premises".

RESPONSE 35

This defendant has no such documents.

Request No. 36

All documents concerning statistics reflecting the defendant's response to all incidents identified in the preceding request, including, without limitation, calls for police assistance.

RESPONSE 36

This defendant has no such documents.

Request No. 37

All documents concerning the defendant's response to all incidents identified in the two preceding requests.

RESPONSE 37

Please see the responses to the two preceding requests.

Request No. 38

All documents not otherwise produced, concerning the criminal incidents reflected in the three preceding requests, including, without limitation, copies of all police and prosecutory documents in the defendant's possession, custody or control, such as incident reports, arrest reports, prosecutors' reports, and documents prepared for or in connection with any criminal prosecution, supplemental incident reports, witness statements and documents prepared by or in consultation with witnesses, logs and/or other records of calls for police assistance, and all documents concerning calls for police services.

RESPONSE 38

Please see the responses to the three preceding requests.

Request No. 39

All crime analyses and/or assessments performed for the "Premises" prior to the instant litigation.

RESPONSE 39

This defendant has no such documents.

Request No. 40

All crime analyses and/or assessments prepared by or for the defendants, other than those prepared in anticipation of the instant litigation, concerning security and crime prevention at the "Premises" at any time.

RESPONSE 40

This defendant has no such documents.

Request No. 41

All documents concerning meetings held by the defendant's employees and/or management personnel on the issues of crime prevention and/or criminal incidents at the "Premises".

RESPONSE 41

This defendant has no such documents.

Request No. 42

All documents concerning meetings held by the defendant's tenants, guests, customers, agents, employees and/or management personnel on the issues of crime prevention and/or criminal incidents at the "Premises".

RESPONSE 42

This defendant has no such documents.

Request No. 43

All documents concerning each and every communication between the defendants and/or their agents, servants or employees with the Royal Cayman Islands Police Department and/or with Caymanian, British, international and/or U.S. prosecuting authorities concerning crime prevention at the "Premises".

RESPONSE 43

This defendant has no such documents.

Request No. 44

All documents concerning each and every communication between the defendants and/or their agents, servants or employees with the Royal Cayman Islands Police Department and/or with Caymanian, British, international and/or U.S. prosecuting authorities concerning the investigation and prosecution of any person for criminal activity at the "Premises".

RESPONSE 44

This defendant has no such documents.

Request No. 45

All documents concerning the use and/or placement of warnings to residents, tenants, guests, customers, agents, managers, employees or other persons concerning criminal activity at the "Premises" at any time.

RESPONSE 45

This defendant has no such documents.

Request No. 46

All documents concerning each and every "security measure", including without limitation, each and every "security device" in use at the "Premises":

- a. before May 3, 2002;
- b. on May 3, 2002; and
- c. after May 3, 2002.

RESPONSE 46

This defendant has no such documents.

Request No. 47

All documents concerning all communications, instructions, advice, suggestions, requests, or comments made to you at any time by any person, other than your counsel in this action, concerning "security measures" or "security devices", including without limitation, requests for the installation or repair of "security measures" or "security devices" at the "Premises" at any time.

RESPONSE 47

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, this defendant says that it has no such documents.

Request No. 48

All documents concerning all repairs, changes or modifications you ever made to "security measures" and "security devices" at the "Premises".

RESPONSE 48

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, this defendant says that it has no such documents.

Request No. 49

All documents concerning the defendant's policies relating to the installation and maintenance of "security measures" and "security devices" in hotels and/or resorts owned, controlled and/or operated by the defendants.

RESPONSE 49

Please see the General Objection preceding these responses.

Request No. 50

All documents concerning the activities of security personnel at the "Premises".

RESPONSE 50

This defendant has no such documents.

Request No. 51

All documents concerning patrol and/or watch activities assigned to and/or performed by security personnel at the "Premises", including without limitation, schedules, logs, reports, memoranda, notes, incident and activity sheets, and watch reports.

RESPONSE 51

This defendant has no such documents.

Request No. 52

All documents concerning the location and manner of locating public lavatories at the defendant's hotels and resorts.

RESPONSE 52

Please see the General Objection preceding these responses.

Request No. 53

All documents concerning the location and manner of locating public lavatories at the "Premises".

RESPONSE 53

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to the phrase "public lavatories" because, to this defendant's knowledge, there are no lavatories open to the public at the Westin Casuarina Hotel; lavatories at the hotel are open only to guests and customers of the hotel.

Request No. 54

All documents concerning changes in the design and placement of public lavatories at the defendant's hotels and resorts at any time after the lavatories first were located at the "Premises".

RESPONSE 54

Please see the General Objection preceding these responses. Also, please see the objection to No. 53 above.

Request No. 55

All documents concerning changes in the design and placement of public lavatories at the "Premises" at any time after the lavatories first were located at the "Premises".

RESPONSE 55

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to the phrase "public lavatories" because, to this defendant's knowledge, there are no lavatories open to the public at the Westin Casuarina Hotel; lavatories at the hotel are open only to guests and customers of the hotel.

Request No. 56

All documents concerning restrictions to public access to lavatories at the "Premises".

RESPONSE 56

Please see the objection for No. 53 above. Without waiving this objection, the defendant says it has no documents responsive to this request.

Request No. 57

All documents concerning crimes in public lavatories at the defendant's hotels and resorts at any time.

RESPONSE 57

Please see the General Objection preceding these responses. Also, please see the objection to No. 53 above.

Request No. 58

All documents concerning crimes in public lavatories at the "Premises" at any time.

RESPONSE 58

This defendant objects to the phrase "public lavatories" because, to this defendant's knowledge, there are no lavatories open to the public at the Westin Casuarina Hotel; lavatories at the hotel are open only to guests and customers of the hotel. Without waiving this objection, this defendant says it has no such documents.

Request No. 59

All documents concerning the defendant's policies, practices and procedures for deterring or preventing crime in lavatories at the defendant's hotels and resorts.

RESPONSE 59

Please see the General Objection preceding these responses.

Request No. 60

All documents concerning the defendant's policies, practices and procedures for deterring or preventing crime in lavatories at the "Premises".

RESPONSE 60

This defendant has no such documents.

Request No. 61

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the "Premises" in the defendant's possession, custody or control.

RESPONSE 61

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection, and limiting its response to the area of the hotel where the plaintiff says she was injured, this defendant is searching to see if it has any photos of the bathroom where the alleged attack occurred. If such photos are found, they will be produced.

Request No. 62

All lighting diagrams for the "Premises".

RESPONSE 62

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to this request seeking lighting diagrams of the hotel because there has never been a contention in this case that the alleged attack on the plaintiff was caused by inadequate or insufficient lighting. Instead, the plaintiff has always alleged that she was walking on a public street (West Bay Road) when she was confronted several times by a stranger who made her very nervous. In order to avoid this stranger, she decided to enter onto the hotel property, and then decided to hide in the hotel restroom where the stranger eventually entered and attacked her. Without waiving this objection, and limiting its response to the area of the hotel where the plaintiff says she was injured, this defendant says that it has no such documents.

Request No. 63

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the Hibiscus Spa facility of the "Premises" in the defendant's possession, custody or control.

RESPONSE 63

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the

hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility.

Request No. 64

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" in the defendant's possession, custody or control.

RESPONSE 64

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility.

Request No. 65

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the corridor leading to the lavatory facilities at the Hibiscus Spa facility of the "Premises" in the defendant's possession, custody or control.

RESPONSE 65

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility.

Request No. 66

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the incident or instruments or instrumentalities that caused injuries to the plaintiff.

RESPONSE 66

This defendant has no such documents.

Request No. 67

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the locks, doors and lighting conditions of the corridor leading to the lavatory facilities at the Hibiscus Spa facility of the "Premises" in the defendant's possession, custody or control.

RESPONSE 67

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 68

All photographs, films, videotapes, drawings, diagrams, blueprints, plots, sketches, chalks, and/or other representations of the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" in the defendant's possession, custody or control.

RESPONSE 68

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 69

All documents concerning the condition of the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" at any time.

RESPONSE 69

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 70

All documents concerning repairs, maintenance, construction, and/or reconstruction performed on the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" at any time, including without limitation, receipts, cancelled checks, check stubs, credit card bills and payment information.

RESPONSE 70

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 71

All documents, including without limitation, estimates, work slips, contracts, proposed contracts, and any other documents of every type, kind or description, concerning all proposals made by any person concerning repairs, maintenance, construction, and/or reconstruction of the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" at any time.

RESPONSE 71

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition

testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 72

All documents concerning each and every person, including without limitation, all contractors, subcontractors, employees, agents, servants, representatives, and/or any other persons, who at any time performed any work constructing, reconstructing, repairing, maintaining, or inspecting the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" at any time.

RESPONSE 72

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 73

All documents concerning all communications, instructions, advice, suggestions, or comments made to the defendant at any time by any person other than its counsel in this action, concerning the locks, doors and lighting conditions of the exterior and interior of the lavatory facilities at the Hibiscus Spa facility of the "Premises" at any time.

RESPONSE 73

This defendant objects to this request because it seeks information which is not relevant to the plaintiff's claim, and which is not reasonably calculated to lead to the discovery of admissible evidence. In accordance with the plaintiff's own deposition testimony, the alleged attack on the plaintiff did not occur in the lavatory facilities in the hotel's Hibiscus Spa, but instead allegedly happened in a restroom outside of the spa and adjacent to the hotel's meeting facility. This defendant further objects to this request because it seeks information concerning locks, doors, and lighting conditions at the hotel, yet none of these are relevant since the plaintiff has never contended that the alleged attack in which she was injured was caused by a defective lock, door or light.

Request No. 74

All documents concerning any work which the defendant performed or had performed at the "Premises" at any time.

RESPONSE 74

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Further this defendant objects to this request because it seeks information that is not relevant to the plaintiff's claim, namely information concerning work done at the hotel and inspections of that work. Yet the plaintiff has never contended that her alleged attack resulted from defective work or defective inspections, but only from inadequate security provided by the hotel.

Request No. 75

All documents concerning any inspections the defendant performed or had performed at the "Premises" at any time.

RESPONSE 75

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Further this defendant objects to this request because it seeks information that is not relevant to the plaintiff's claim, namely information concerning work done at the hotel and inspections of that work. Yet the plaintiff has never contended that her alleged attack resulted from defective work or defective inspections, but only from inadequate security provided by the hotel.

Request No. 76

All documents concerning all Caymanian, British, international and/or U.S. Federal, state, and/or local inspections of the "Premises" at any time.

RESPONSE 76

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Further this defendant objects to this request because it seeks information that is not relevant to the plaintiff's claim, namely information concerning inspections at the hotel. Yet the plaintiff has never contended that her alleged attack resulted from defective inspections, but only from inadequate security provided by the hotel.

Request No. 77

All documents concerning all Caymanian, British, international and/or U.S. federal, state, and/or local inspections of any work performed at the "Premises" at any time.

RESPONSE 77

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Further this defendant objects to this request because it seeks information that is not relevant to the plaintiff's claim, namely information concerning work done at the hotel and inspections of that work. Yet the plaintiff has never contended that her alleged attack resulted from defective work or defective inspections, but only from inadequate security provided by the hotel.

Request No. 78

All documents concerning all Caymanian, British, international and/or U.S. standards, rules, regulations, principles, practices and/or statutes, including without limitation, industry standards, concerning the design and construction of the spa facility of the "Premises", including without limitation, the lavatory facilities thereof and the corridor leading thereto, at any time.

RESPONSE 78

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to this request because it seeks public records which are equally available to the plaintiff as they are to this defendant.

Request No. 79

All documents concerning all Caymanian, British, international and/or U.S. standards, rules, regulations, principles, practices and/or statutes, including without limitation, industry standards, concerning the design, use, installation and maintenance of locks, doors and lighting conditions for the exterior and interior of the lavatory facilities and the corridor leading thereto at the spa facility of the "Premises", at any time.

RESPONSE 79

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to this request because it seeks public records which are equally available to the plaintiff as they are to this defendant.

Request No. 80

All documents concerning all Caymanian, British, international and/or U.S. standards, rules, regulations, principles, practices and/or statutes, including without limitation, industry standards, concerning security measures and security devices at hotels and resorts, at any time.

RESPONSE 80

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to this request because it seeks public records which are equally available to the plaintiff as they are to this defendant.

Request No. 81

All documents concerning all Caymanian, British, international and/or U.S. standards, rules, regulations, principles, practices and/or statutes, including without limitation, industry standards, concerning monitoring criminal activity and suspicious persons at hotels and resorts, at any time.

RESPONSE 81

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. This defendant further objects to this request because it seeks public records which are equally available to the plaintiff as they are to this defendant.

Request No. 82

All documents concerning training provided to all employees whose function was crime prevention, loss prevention or security at the defendant's hotels and resorts.

RESPONSE 82

Please see the General Objection preceding these responses.

Request No. 83

All documents concerning training provided to all employees whose function was crime prevention, loss prevention or security at the "Premises".

RESPONSE 83

This defendant has no such documents.

Request No. 84

All documents concerning security training provided to management personnel and other employees at the defendant's hotels and resorts.

RESPONSE 84

Please see the General Objection preceding these responses.

Request No. 85

All documents concerning security training provided to management personnel and other employees at the "Premises".

RESPONSE 85

This defendant has no such documents.

Request No. 86

All documents concerning supervision provided to all employees whose function was crime prevention, loss prevention or security at the defendant's hotels and resorts.

RESPONSE 86

Please see the General Objection preceding these responses.

Request No. 87

All documents concerning supervision provided to all employees whose function was crime prevention, loss prevention or security at the "Premises".

RESPONSE 87

This defendant has no such documents.

Request No. 88

All documents concerning security related supervision provided to management personnel and other employees at the defendant's hotels and resorts.

RESPONSE 88

Please see the General Objection preceding these responses.

Request No. 89

All documents concerning security related supervision provided to management personnel and other employees at the "Premises".

RESPONSE 89

This defendant has no such documents.

Request No. 90

All documents identifying the defendant's employees who worked at the "Premises" between May 1 and 4, 2002.

RESPONSE 90

This defendant has no such documents.

Request No. 91

All reviews performed by the defendant, other than as part of the instant litigation, of the performance, conduct and activities of all persons who were involved in responding to the plaintiff's report that she had been raped at the "Premises".

RESPONSE 91

This defendant has no such documents.

Request No. 92

All documents concerning each and every occasion when the defendant has paid worker's compensation or non-employee compensation (including judgments and settlements in civil actions) to any person for injuries allegedly sustained arising from a criminal incident at the "Premises" at any time.

RESPONSE 92

This defendant has no such documents.

Request No. 93

All documents prepared by all expert and percipient witnesses utilized at trial or in trial preparation to defend against any prior claims brought against you alleging circumstances similar to those in the case at bar.

RESPONSE 93

This defendant objects to this request because it is overly broad, not reasonably limited, and not reasonably calculated to lead to the discovery of admissible evidence. Without waiving this objection and limiting its response to the Westin Casuarina, this defendant says it has none.

Request No. 94

All documents concerning all expert witnesses that the defendants intend to call to testify at the trial of this action, including, without limitation, all reports prepared at any time by such experts, transcripts of all testimony at trial and at deposition of such experts, curriculum vitae of such expert witnesses, and all treatises, articles, correspondence, and publications by and about each such expert.

RESPONSE 94

This defendant has no such documents. If this defendant selects an expert who will be called to testify on its behalf at trial, this response will be supplemented.

Request No. 95

All documents, other than those prepared in anticipation of the instant litigation, to be utilized by or relied upon by the defendant's expert witnesses in their testimony or in assisting the defendant prepare its defenses in the instant action.

RESPONSE 95

Please see Response 94.

Request No. 96

All documents, including without limitation all correspondence, between the defendants and the plaintiff at any time.

RESPONSE 96

This defendant has no such documents.

Request No. 97

All documents concerning advertising placed by the defendant in print and electronic media concerning the "Premises".

RESPONSE 97

This defendant objects to this request on the grounds that it is overly broad, not reasonably limited, not reasonably calculated to lead to the discovery of admissible evidence, and is not relevant to the plaintiff's case.

Request No. 98

Each and every document which you contend supports each and every defense which you intend to assert or which you have asserted in this action.

RESPONSE 98

At this time, this defendant has no such documents other than those already produced as part of the Automatic Disclosure in this case.

Request No. 99

All documents which the defendant intends to introduce into evidence at any trial or hearing on the issue of the plaintiff's damages, including without limitation, all reports of private investigators, all surveillance tapes, films, photographs, and videotapes, and all similar documents of every type, kind and description.

RESPONSE 99

No decision has yet been made regarding exhibits which this defendant may attempt to introduce into evidence at the trial of this case. The defendant further says that, at this time, it has no reports of private investigators, surveillance tapes, films, photographs, videotapes, or similar documents concerning the plaintiff or her alleged injuries.

Request No. 100

All documents which the defendant intends to introduce at the trial of this action.

RESPONSE 100

No decision has yet been made regarding such documents.

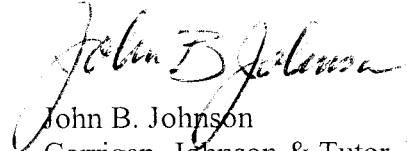
Request No. 101

All documents not otherwise produced that relate in any way to the claims and defenses raised in this lawsuit.

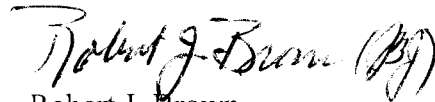
RESPONSE 101

This defendant has no such documents.

By its attorneys



John B. Johnson
Corrigan, Johnson & Tutor, P.A.
141 Tremont Street
Boston, MA 02111
(617) 338-0075
BBO No. 252580



Robert J. Brown
Mendes & Mount, LLP
750 Seventh Avenue
New York, NY 10019
(212) 261-8000

Mark F. Itzkowitz

Attorney at Law

85 Devonshire Street
Suite 1000
Boston, Massachusetts 02109-3504

Telephone: (617) 227-1848
Facsimile: (617) 742-9130
Also Admitted In New York

September 10, 2007

VIA FACSIMILE

John B. Johnson, Esquire
Corrigan, Johnson & Tutor, P.A.
141 Tremont Street
Boston, MA 02111

Robert J. Brown, Esquire
Mendes & Mount, LLP
750 7th Avenue
New York, NY 10019-6829

**Re: *Kimberly Genereux v. Columbia Sussex Corporation, et. als.*
*Civil Action No. 05-CV-10879-JLT***

Dear Attorneys Johnson and Brown:

In anticipation of the Rule 30(b)(6) deposition of Westin/Starwoods, and in view of Mr. Mitchel's testimony at the Rule 30(b)(6) deposition of Columbia Sussex Corporation ("CSC"), please review CSC's responses to the following discovery requests and produce any additional documents and information which had been requested but not produced:

1. CSC Response to Request for Production of Documents Nos. 7, 12 - Documents prepared by Westin Casuarina Manager Dan Sidlowski at the instruction of Ted Mitchel, including any reports prepared of the recollections of Westin Casuarina employees, would be responsive to this request and would not be privileged as those documents were required as part of CSC's and Westin's business practices relating to incidents involving guest injuries.
2. CSC Response to Request for Production of Documents No. 8 - CSC identified and produced Denzil Luke's statement but did not identify the female bartender or male "manager on duty" who were referenced in that statement. Payroll records administered for Galleon Beach Resorts, Ltd. ("GBR") by CSC would have identified a limited number of individuals spanning the two week period which included May 3, 2002 who held job titles (including possibly Job Class Codes 26, 29, 30, 32, 42, 44, 73, 74, 75, 76, 82, and 84) which would have fit the descriptions provided by Mr. Luke and Ms. Genereux of those employees.

3. CSC Response to Request for Production of Documents Nos. 18, 19, 20, 23, 25, 46, 48, 50, 51, 70, 71, 72, 74, 75; CSC Answer to Interrogatory No. 8 - Documents administered by CSC for GBR would have identified vendors paid for security services and security equipment/devices, and employees who performed security and loss prevention functions at the Westin Casuarina (Job Class Codes 78 and 79, at least). Therefore, this information should be available to CSC.

4. CSC Response to Request for Production of Documents Nos. 31, 32, 33, 35, 36, 38, 39, 40, 47, 58, 61, 76, 77, 83, 85, 87, 89, 91, 92 - Documents received and administered by CSC for GBR are responsive to these requests, including without limitation, the documents required by the CSC Safety & Loss Prevention Manual in the sections relating to and/or describing Accident Investigation & Analysis, Quarterly Safety Meetings, Guest Incident Logs, Employee Safety Training, Quarterly Hotel Inspection & Safety Checklist, and the risk management documents prepared by CSC from information provided by GBR.

5. CSC Response to Request for Production of Documents Nos. 53, 55, 56, 61, 62, 63, 64, 65, 67, 68, 69, 73 - The term "public lavatories" refers to restrooms to which persons lawfully on the property were directed even if they had not rented rooms at the Westin Casuarina and includes the restroom in the Hibiscus Spa building to which Ms. Genereux had been directed when she had inquired about spa services and in which she later was raped. The requests are directed to that particular restroom and not to any restrooms which may have been included within the spa office and/or within the Governor's Ballroom. It is not clear from the objections whether any documents generated by or received from GBR are in the possession of CSC pursuant to the Service Agreement but such documents would be responsive to these requests. With respect to lighting and lock issues, the plaintiff does not contend that the lighting or locks in the spa restroom necessarily were inadequate but questions the accessibility of that facility at the time of night when Ms. Genereux and her rapist were able to access it. Lighting and lock information reasonably may be expected to reveal information about access to the restroom.

6. CSC Response to Request for Production of Documents Nos. 90, 91 - I believe that Mr. Mitchel testified that CSC risk management employees inspected the Westin Casuarina at his request and pursuant to the Service Agreement, so there should be information relating to CSC employees responsive to the Requests.

7. CSC Response to Request for Production of Documents No. 92; CSC Answer to Interrogatory No. 7 - Files from the *Reynolds* case should contain the information requested.

8. CSC Response to Request for Production of Documents No. 97 - The request concerns documents relevant to the issue of CSC control over GBR and the Westin Casuarina. Mr. Mitchel testified that CSC made payments for advertising in

addition to that procured by Westin/Starwoods, pursuant to the Service Agreement.

I have understood several of defendant Columbia Sussex' responses to have meant that Columbia Sussex had not prepared documents related to conditions at the Westin Casuarina, and, therefore, that there were no documents in CSC's possession, custody or control. However, Mr. Mitchel's testimony indicated that Columbia Sussex received and administered reports from the Westin Casuarina pursuant to its Service Agreement with Galleon Beach Resorts Ltd. Part of that administrative function, he testified, involved the receipt, monitoring, analysis and administration of insurance, risk management, and security related documents from the Westin Casuarina, which he had ordered prepared by the Westin Casuarina General Manager in accordance with Columbia Sussex' Safety & Loss Prevention Manual and Manager's Manual. The responses were included as part of Columbia Sussex' insurance data base for risk management purposes, he testified. Mr. Mitchel specifically testified that at least three years worth of copies of various security related reports which are mandated by the CSC Safety & Loss Prevention Manual should be included among the Westin Casuarina materials at CSC's offices in Kentucky. Columbia Sussex' Interrogatory Answer No. 9c indicates that payroll information is maintained for seven years and should, therefore, also be available. Accordingly, please review CSC's discovery responses, amend those that need amendment, and, most importantly as soon as possible, please produce additional responsive documents which have not been produced yet.

Thank you for your courtesy and cooperation.

Very truly yours,


Mark F. Itzkowitz

MFI:el
enc.

Mark F. Itzkowitz

Attorney at Law

*85 Devonshire Street
Suite 1000
Boston, Massachusetts 02109-3504*

*Telephone: (617) 227-1848
Facsimile: (617) 742-9130
Also Admitted In New York*

September 19, 2007

John B. Johnson, Esquire
Corrigan, Johnson & Tutor, P.A.
141 Tremont Street
Boston, MA 02111

Robert J. Brown, Esquire
Mendes & Mount, LLP
750 7th Avenue
New York, NY 10019-6829

***Re: Kimberly Genereux v. Columbia Sussex Corporation, et. als.
Civil Action No. 05-CV-10879-JLT***

Dear Attorneys Johnson and Brown:

Per our conversations, thank you for providing Messrs. Mitchel and McGovern to testify on behalf of the Columbia Sussex, Westin and Starwood defendants and for arranging the Kentucky facilities for the deposition there. The only area of inquiry in which the deponents lacked knowledge appeared to be that of the specific applications of the Starwood/Westin franchise policies and procedures at the Westin Casuarina. I understand that the missing information is within the knowledge of Mary Hynes-Talhok, the deponent you originally attempted to produce but who was unavailable on the date selected. It appears that we will require the deposition of Ms. Hynes-Talhok to complete the Westin/Starwood Rule 30(b)(6) deposition. Please advise me of dates and locations when she can appear to testify. Attorney Johnson and I have agreed that we may conclude the deposition after September 29, as now appears necessary.

In addition, please produce the following documents which are responsive to the plaintiff's document requests but which have not been produced yet:

1. Lashner Rush Audit records for the Westin Casuarina
2. Starwood/Westin hotel "rankings", reflecting the position of the Westin Casuarina compared to other Westin hotels
3. Any action plans to ensure compliance with Westin brand standards prepared by the Westin Casuarina insofar as they relate to security
4. Property visit letters relating to security at the Westin Casuarina
5. Westin Loss Control Manual

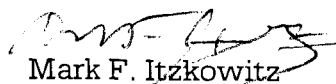
John B. Johnson, Esquire & Robert J. Brown, Esquire
September 19, 2007
Page 2

6. Westin Security Manual
7. Safety and Loss Control Section (Section VI) of the *Westin Quality Assurance Program Manual*
8. Any "product improvement plans" or additional "design review memoranda" relating to the Westin Casuarina
9. Westin Loss Prevention Manual
10. Westin Security Management Guidelines
11. Westin Security Hospitality Program
12. Film: Travel Safety & Security: A Survival Guide to Traveling Abroad
13. Film: Hotel Security on Trial
14. Film: Management Guide to Loss Control
15. Film: Risk Management Today
16. Film: Security: Employee Awareness and Problem Prevention
17. Film: Security: Protecting Your Property and Guests
18. Sections II and III of the Associate Orientation Manual for Franchised Hotels.

Some of the documents were identified at Mr. McGovern's deposition. Others, including the films/videos, are identified in the Westin/Starwood documents which have been produced to date. In either case, all of them should be in the possession of the Westin/Starwood defendants, with copies of several having been provided to Columbia Sussex, either directly by Westin/Starwood or by Galleon Beach Resort, Ltd. pursuant to its Service Agreement with Columbia Sussex upon receipt from Westin/Starwood.

Thank you for your courtesy and cooperation.

Very truly yours,


Mark F. Itzkowitz

MFI:el

MENDES & MOUNT, LLP

LOS ANGELES OFFICE
725 SOUTH FIGUEROA STREET
NINETEENTH FLOOR
LOS ANGELES, CA 90017-5419
TELEPHONE: (213) 955-7700
FACSIMILE: (213) 955-7725

750 SEVENTH AVENUE
NEW YORK, NY 10019-6829
TELEPHONE: (212) 261-8000
FACSIMILE: (212) 261-8750

NEW JERSEY OFFICE
ONE NEWARK CENTER
NEWARK, NJ 07102-5259
TELEPHONE: (973) 639-7300
FACSIMILE: (973) 639-7350

DIRECT DIAL: (212) 261-8110

September 28, 2007

VIA E-MAIL AND REGULAR MAIL

Mark F. Itzkowitz, Esq.
85 Devonshire Street
Suite 1000
Boston, MA 02109-3504

Re: Kimberly Genereux v. Columbia Sussex Corp.
d/b/a Westin Casuarina Hotel, Starwood Hotels &
Resorts, et al.
U.S.D.C. Massachusetts
L/A: Westin Casuarina Hotel
Grand Cayman, B.W.I.
D/A: May 3, 2002
Our File: 388,193

Dear Mr. Itzkowitz:

On behalf of defendant Columbia Sussex Corp., we reiterate the objections and statements set forth in defendant's Responses to Production of Documents, and provide the following response to your letter of September 10, 2007:

1. Columbia Sussex Corp. did not perform an investigation of Ms. Genereux's allegations at the time of the incident. Columbia Sussex was not aware of the alleged incident or Ms. Genereux's allegations until it received the Summons and Complaint nearly three years after the alleged incident.

In response to the Summons and Complaint and in preparation for defense of the litigation commenced by Ms. Genereux, Columbia Sussex made certain inquiries from which it was learned that the Royal Cayman Island Police (RCIP) responded to Ms. Genereux's complaints by performing an investigation. A letter from the RCIP setting forth its actions has been exchanged among the parties.

In addition, and separately, Columbia Sussex produced a statement from a Galleon Beach employee named Denzel Luke which had been forwarded to Columbia Sussex by Galleon Beach. There are no known witnesses to the plaintiff's alleged incident.

Your statements in paragraph 1 of your letter misconstrue the law as to that which is privileged and not subject to discovery when conducted in response to litigation and that which may have been performed as part of a business practice at or around the time of the incident. Columbia Sussex has no additional documents to produce in response to your request for Production of Documents nos. 7 and 12.

2. As previously stated, there are no known witnesses to the incident alleged by plaintiff Kimberly Genereux. Columbia Sussex is searching payroll records administered for the Galleon Beach Resort Hotel to determine whether the identity of the female bartender or male manager on duty at the time of the alleged incident may be identified.

3.- 4. With the exception of payroll records, any documents to the extent they exist at Columbia Sussex in relation to any administration services performed by Columbia Sussex for Galleon Beach are retained for a period of three years. Not only is plaintiff's request objectionable as being overbroad but also the request, which was initially made in August 2006, post dated the incident by more than four years. Columbia Sussex is not in any possession of any documents which would have "identified vendors paid for security services and security equipment/devices and employees who performed security and loss prevention functions at the Westin Casuarina" at any time up to and including the date of the plaintiff's alleged incident in May 2002.

Columbia Sussex Corp. did not perform an accident investigation and analysis of the incident alleged by Ms. Genereux. Columbia Sussex Corp. was not aware of the alleged incident until it was served with the Summons and Complaint nearly three years after the incident.

As for other alleged incidents at the Westin Casuarina, a copy of the Reynolds Summons and Complaint has been produced. No other complaints mentioning alleged criminal activity at the Galleon Beach premises are known to exist at Columbia Sussex. In response to Request no. 92, Columbia Sussex is aware that the Reynolds case was settled by Galleon Beach Resorts. That matter was not settled by Columbia Sussex.

5. In response to paragraph 5 of your letter, Columbia Sussex objects to the characterization of anyone directing the plaintiff to the lavatory where she was allegedly raped. The lavatories at the Galleon Beach Resort are not advertised as public lavatories; nor did plaintiff testify that anyone directed her to any lavatory on the Galleon Beach property immediately prior to the alleged assault. Pursuant to your amended request, Columbia Sussex is conducting a search for blueprints of the bathroom which is claimed to be the site of the alleged incident.

Our File No.: 388,193

- 3 -

6. No employees of defendant Columbia Sussex worked at the Galleon Beach premises between May 1 and 4, 2002. Columbia Sussex did not perform an inspection of the Westin Casuarina in response to the incident alleged by Ms. Genereux. Columbia Sussex was not aware of Ms. Genereux's allegations until nearly three years later when it was served with the Summons and Complaint in this litigation.

7. Columbia Sussex objects to any characterizations of the Reynolds case as being relevant to the allegations asserted by Ms. Genereux. A copy of the Summons and Complaint in the Reynolds litigation has been produced. The Reynolds litigation was settled by defendant by Galleon Beach Resorts. Columbia Sussex did not contribute to the settlement in that case. In response to Interrogatory no. 7, the response may be supplemented as follows:

- 7 A. March 22, 1997;
- B. Alleged service of alcohol to underage guests; alleged sexual assault;
- C. Louise Reynolds, a guest of the hotel;
- D. The alleged assailant was Robert Mendoza a then 17 year old Swedish guest of the hotel and/or Arthur Blake, a Caymanian resident, who at the time was an employee of Galleon Beach;
- E. Defendant Columbia Sussex became aware of the incident in March 1997 when it was reported by the Galleon Beach Resort Hotel;
- F. Columbia Sussex does not have any documents related to a criminal prosecution, if any. A copy of the Summons and Complaint in the civil litigation by Reynolds has been produced.
- G. Columbia Sussex did not pay the settlement which was concluded by Galleon Beach Resort; and
- H. See response to "F" and "G."

8. Columbia Sussex reiterates its response and objections to the Requests for Production of Documents Request no. 97. Your letter misstates the testimony of Mr. Mitchel who testified that Columbia Sussex processed payments from the Galleon Beach bank account in order to facilitate the placement of advertisements in U.S. publications for the Galleon Beach property. Columbia Sussex did not pay for the ads. Columbia Sussex does not have responsive documents for any time period leading up to the day of plaintiff's alleged incident. Columbia Sussex does not control Galleon Beach Resorts and the processing of certain services pursuant to the Administrative Services Agreement did not transfer the control of Galleon Beach Resort to Columbia Sussex

In response to the final paragraph of your September 10 letter, please be advised that with the exception of payroll information and about which Columbia Sussex is performing a further search in response to your request, there are no responsive documents which date back more than three years; a time frame which

Our File No.: 388,193

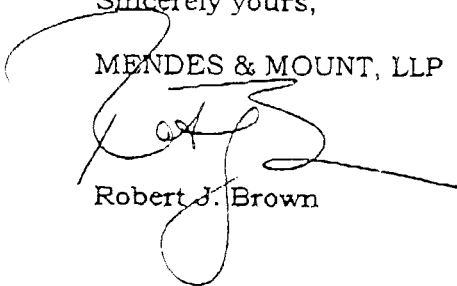
- 4 -

post dates Ms. Genereux's alleged incident in May 2002 and would not possibly be relevant to this matter.

Concerning your September 19, 2007 letter involving your request for additional records from Starwood/Westin, we will be responding to that letter within the next two weeks. However, we must comment at this time upon your request for the deposition of Ms. Mary Hynes-Talhok. John Johnson has informed me that he did not agree to produce Ms. Talhok for a deposition. No representation regarding the deposition of Ms. Talhok was made.

Sincerely yours,

MENDES & MOUNT, LLP


Robert J. BrownVIA E-MAIL AND REGULAR MAIL

cc: John Johnson, Esq.

MENDES & MOUNT, LLP

750 SEVENTH AVENUE
NEW YORK, NY 10019-6829
TELEPHONE: (212) 261-8000
FACSIMILE: (212) 261-8750

LOS ANGELES OFFICE
725 SOUTH FIGUEROA STREET
NINETEENTH FLOOR
LOS ANGELES, CA 90017-5419
TELEPHONE: (213) 955-7700
FACSIMILE: (213) 955-7725

NEW JERSEY OFFICE
ONE NEWARK CENTER
NEWARK, NJ 07102-5259
TELEPHONE: (973) 639-7300
FACSIMILE: (973) 639-7350

DIRECT DIAL: (212) 261-8110

January 8, 2008

VIA E-MAIL AND REGULAR MAIL

Mark F. Itzkowitz, Esq.
85 Devonshire Street
Suite 1000
Boston, MA 02109-3504

Re: Kimberly Genereux v. Columbia Sussex Corp.
d/b/a Westin Casuarina Hotel, Starwood Hotels &
Resorts, et al.
U.S.D.C. Massachusetts
Civil Action No.: 05-CV-1079-JLT
L/A: Westin Casuarina Hotel
Grand Cayman, B.W.I.
D/A: May 3, 2002
Our File: 388,193

Dear Mr. Itzkowitz:

The following letter will serve to supplement our letter dated September 28, 2007 which addressed your September 10, 2007 letter regarding Columbia Sussex.

Columbia Sussex is not in possession of any records which identify the female bartender and/or male manager on duty at the Westin Casuarina on May 3, 2002, the date of the alleged incident between an unknown assailant and your client.

As you are aware, Columbia Sussex did not employ the Westin Casuarina bartender and manager; they were employees of Galleon Beach Resort, Ltd., which is not a party to this litigation. While payroll records may have been forwarded to Columbia Sussex as part of the Administrative Services Agreement between Columbia Sussex and The Westin Casuarina, they do not provide the identity of the female bartender or male manager on duty at the time of the alleged incident.

Very truly yours,

MENDES & MOUNT, LLP


Robert J. Brown

Our File No.: 388,193

- 2 -

cc: **VIA E-MAIL**
John Johnson, Esq.

MENDES & MOUNT, LLP

750 SEVENTH AVENUE

NEW YORK, NY 10019-6829

TELEPHONE: (212) 261-8000

FACSIMILE: (212) 261-8750

LOS ANGELES OFFICE

725 SOUTH FIGUEROA STREET

NINETEENTH FLOOR

LOS ANGELES, CA 90017-5419

TELEPHONE: (213) 955-7700

FACSIMILE: (213) 955-7725

NEW JERSEY OFFICE

ONE NEWARK CENTER

NEWARK, NJ 07102-5259

TELEPHONE: (973) 639-7300

FACSIMILE: (973) 639-7350

DIRECT DIAL: (212) 261-8110

January 25, 2008

VIA E-MAIL AND REGULAR MAIL

Mark F. Itzkowitz, Esq.

85 Devonshire Street

Suite 1000

Boston, MA 02109-3504

Re: Kimberly Genereux v. Columbia Sussex Corp.
d/b/a Westin Casuarina Hotel, Starwood Hotels &
Resorts, et al.

U.S.D.C. Massachusetts

Civil Action No.: 05-CV-1079-JLT

L/A: Westin Casuarina Hotel

Grand Cayman, B.W.I.

D/A: May 3, 2002

Our File: 388,193

Dear Mr. Itzkowitz:

This letter will address your requests for further discovery of defendant Starwood Hotels & Resorts, (including requests made to Westin License Company and other Westin entities), particularly those requests set forth in your letter dated September 19, 2007. We reiterate all objections previously set forth in defendants' Responses to plaintiff's Request for Production of Documents and the Interrogatories posed by plaintiff Kimberly Genereux.

OBJECTIONS REITERATED

Starwood does not own, manage or supervise the Westin Casuarina Hotel. The owner of the hotel, Galleon Beach Resort, Ltd., has never been served with the Summons and Complaint and it has never appeared in this action. You have continued to seek extensive discovery of Starwood (and defendant Columbia Sussex) regarding practices and procedures executed by the Westin Casuarina and its employees in the Cayman Islands. Neither Starwood nor Columbia Sussex hire or fire the Westin Casuarina Hotel's employees, nor do they manage, direct or supervise them. These are facts which we have reiterated several times to you throughout this case. Your depositions of Starwood and Columbia Sussex attest to those facts. The extensive questioning of defendants' witnesses and the continuing document requests by the plaintiff have not altered the single truth that neither Starwood nor Columbia Sussex bear any responsibility for the alleged assault of your client in the Cayman Islands by an unidentified assailant.

NO FURTHER DEPOSITION OF STARWOOD

Mr. John McGovern testified on behalf of Starwood with knowledge as a Vice President of Franchise Operations. Over more than 7½ hours, Mr. McGovern addressed your many questions. As to security

issues that may arise at certain franchise properties, such as the Westin Casuarina Hotel in Grand Cayman, those matters and how they are dealt with are the responsibility of the Hotel operator, not the franchisor. Mr. McGovern testified that "providing reasonable security was the sole responsibility of the operator" of the hotel. [McGovern Depo., p. 199].

There is neither a need for a further deposition of Starwood nor is there another Starwood witness to produce who would have knowledge of that Cayman property's practices in 2002 when the plaintiff alleges her incident occurred. As we stated in our own letter of September 28, 2007, following the deposition of the Starwood witness, there was never an agreement that there would be a further deposition of Starwood or that Ms. Mary Hynes-Talhok would be produced for a deposition.

We have since confirmed that Ms. Hynes-Talhok was not the Director of Franchise Operations (DFO) for the region including the Westin Casuarina Hotel at any time prior to the plaintiff Genereux's alleged incident on May 3, 2002. We have also confirmed that Ms. Hynes-Talhok did not inspect the property prior to the plaintiff's incident.

She has no personal knowledge of the Westin Casuarina's compliance, if any, with Westin Brand Standards in 2002 or earlier. No one at Starwood does. As Mr. McGovern stated at his deposition about whether the Cayman property would have been on her list of franchise operations, "it's a total assumption that it would be Mary's hotel." (McGovern Depo., p. 253). His assumption was incorrect. Ms. Hynes-Talhok was DFO in 2006.

YOUR SEPTEMBER 19, 2007 LETTER

Regarding the other requests set forth in your September 19 letter, we respond as follows:

1. **Lashner Rush Audit Records for the Westin Casuarina** : We reiterate the same objections which have been asserted previously and throughout this litigation, with particular emphasis on the absence of relevance. Without waiving our objections and subject to the confidentiality agreement between the parties, copies of the LRA records for the two years prior to the alleged incident (2000 and 2001) will be produced under separate cover. LRA did not perform an audit in 2002 prior to the plaintiff's alleged incident.

Starwood previously produced the Quality Assurance Program QAP 2000 and QAP 2001 Comprehensive Checklists, from which the audits were conducted.

2. **Starwood/Westin Hotel "rankings" reflecting the position of the Westin Casuarina compared to other Westin Hotels** : Starwood is not in possession of any "rankings" prior to the incident date.
3. **Any action plans to insure compliance with the Westin Brand Standards prepared by the Westin Casuarina insofar as they relate to security** : No such documents are in the possession of Starwood.

4. Property or Inspection letters relating to Westin Casuarina : None.
5. Westin Loss Control Manual : Starwood does not have a copy.
6. Westin Security Manual : See response to Request No. 5 above.
7. Safety and Loss control section : Section VI of the Westin Quality Assurance Program Manual : See response to Request No. 5 above. Starwood previously produced the 2001 Quality Assurance Program.
8. Any "product improvement plans" or additional "design review memoranda" relating to the Westin Casuarina : Starwood raises additional objections to this Request to the extent that it is overbroad and not directed toward the area where the plaintiff's incident is alleged to have occurred. Without waiving these objections, Starwood has no such documents other than that which was previously produced as Exhibit "A" to Starwood's Initial Disclosures dated April 28, 2006. Page 3 of that 6.10.02 Memo notes that the Spa "opened in December [2001] not too far from Westin concept despite their designing without Westin Design Guidance."
9. Westin Loss Prevention Manual : Starwood does not have a copy.

10. Westin Security Management Guidelines : See
Response to Request No. 9 above.
11. Westin Security Hospitality Program : See
Response to Request No. 9 above.
12. Film: Travel safety and security : A survival
guide to traveling abroad : Starwood does not
have a copy.
13. Film : Hotel Security on trial : See Response
to Request No. 12 above.
14. Film: Management Guide to Loss Control :
See Response to Request No. 12 above.
15. Film: Risk Management Today : See Response
to Request No. 12 above.
16. Film: Security: Employee Awareness and
problem prevention : See Response to Request
No. 12 above.
17. Film: Security: Protecting your property
and guest : See Response to Request No. 12 above.
18. Sections II and III of the Associate
Orientation Manual for Franchised Hotels :
These sections have been located. Starwood
reiterates its prior objections and cannot confirm
whether these sections or the manual were ever

forwarded to the Westin Casuarina. Copy of the sections will be produced under separate cover, subject to all previously asserted objections and confidentiality.

Starwood has produced the documents in its possession. Certain documents which may be referred to in Westin documents are no longer in existence or available to Starwood. Many are believed to have been destroyed as part of Westin's ordinary corporate business practice and prior to the sale of Westin to Starwood in 1998.

COLUMBIA SUSSEX

As we have previously and separately responded on behalf of defendant Columbia Sussex, none of the documents requested in your letter of September 19, 2007 are in the possession of Columbia Sussex.

THE REYNOLDS CASE

Starwood has no information regarding the Reynolds case. The Reynolds case is dated May 22, 1997. Starwood acquired Westin Hotel Company on January 2, 1998. There is no evidence that Starwood was informed of the Reynolds case.

SO-CALLED "SITE-PLAN"

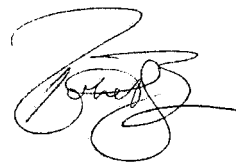
Regarding your separate letter dated September 19, 2007 addressed to Mr. Johnson and forwarding a document which purports to be a "site plan" for the Westin Casuarina conference center, please be advised that Starwood is unable to confirm the authenticity of the site plan.

We have several times requested that you confer with your client about the reality of her case, specifically that the defendants she has chosen to sue do not bear responsibility for the wrongs she claims befell her. If your client would convey a reasonable settlement demand, then all parties may be able to conclude this case without further expense. If not, we will be constrained to file a motion for summary judgment.

We look forward to receiving your client's complete medical records as well as reports from all experts.

Very truly yours,

MENDES & MOUNT, LLP

A handwritten signature in black ink, appearing to be "Robert J. Brown", written in a cursive style.

Robert J. Brown

cc: John Johnson, Esq.



ASIS *Dynamics*

May / June 2000

News for and about Members of the American Society for Industrial Security



Security in the Sun

The ASIS 46th Annual Seminar and Exhibits
in Orlando, Florida



OLIVIERI—07

OLIVIERI, ROSE
VICE PRESIDENT
OLIVIERI REALTY
8040 S TRUMBULL AVE
CHICAGO, IL 60652
(P) 773-737-9718
(F) 773-737-5222

OLKO, DOREEN E
CHIEF OF POLICE
CITY OF AUBURN HILLS
1827 N SQUIRE RD
AUBURN HILLS, MI 48326
(P) 810-370-9454
(F) 810-370-9348
(E) dolko@auburn-hills.org

OLKO, ROBERT J
MANAGER SECURITY/LOSS PREVENT
KING VENTURE INC
25800 NORTHWESTERN HWY STE 750
SUITE 600
SOUTHFIELD, MI 48075
(P) 248-357-6274
(F) 248-262-3289

OLLEY, DONALD E
OPERATIONS MANAGER
FJC SECURITY SERVICES INC
37-10 33RD ST
NEW YORK, NY 10010
(P) 718-784-8080

OLLIS, MICHAEL D, CPP
SECURITY CONSULTANT
SECURITY CONSULTING SERVICES
2715 FOX RUN DR SUITE 1
SPRINGFIELD, IL 62704
(P) 217-698-7263
(F) 217-698-7263
(E) mdoollis@springnet1.com

OLLIS, RODGER H JR
REGIONAL SECURITY MANAGER
QVC INC
1200 WILSON DRIVE
STUDIO PARK
WEST CHESTER, PA 19380
(P) 610-701-8889
(F) 610-701-1923
(E) rolis@qvc.com

OLLIVIER, MICHAEL J
VICE PRESIDENT
ADVANTOR SYSTEMS CORPORATION
2479 W FIR AVENUE
FRESNO, CA 93711-7027
(P) 559-438-6415
(F) 559-438-6415
(E) ollivier@advant.com

OLMINSKY, MARION J
OPERATIONS MANAGER
PINKERTON'S
SUITE 314
1717 BRITTAIN RD
AKRON, OH 44310
(P) 216-633-0700
(F) 216-633-1324

OLMOS, ROSS A
SOS CONSULTING INC
1445 N EAGLE STREET
NAPERVILLE, IL 60563-2511
(P) 630-717-7055
(F) 630-305-8432
(E) sosolmos@aol.com

OLMSTEAD, DAVID, CPP
PROJECT MANAGER
GLOBAL SYSTEMS TECHNOLOGY INC
4765 LAKE CALABAY DR
ORLANDO, FL 32837-5438
(P) 407-438-0538
(F) 407-438-0539
(E) olmstead@absecon.gstpa.com

OLMSTED, WILLIAM T JR
OWNER
WILLIAM OLMSTED INVESTIGATIONS
564 LASIERRA DRIVE
SUITE 207
SACRAMENTO, CA 95864
(P) 916-484-6465
(F) 916-484-0440

OLSCHANSKI, CHARLES J
REGIONAL SECURITY MANAGER
TIFFANY & CO
299 OAKBROOK CENTER
OAK BROOK, IL 60523
(P) 630-574-7910
(F) 630-574-8044

OLSEN, HENRY A, CPP
PRESIDENT
DURNHILL INTL INVESTIGATIONS
15001 N 74TH STREET STE E
SCOTTSDALE, AZ 85260
(P) 480-502-0292
(E) durnhillprotection@juno.com

OLSEN, KJELL
DEPARTMENT MANAGER
ICL
LAUTRUPBJERG 1
GALLERUP 2750, DENMARK
(P) 45-44-894935
(F) 45-44-894999
(E) kj@icl.dk

OLSEN, RICHARD A
DIRECTOR OF SECURITY
GIBSON GUITAR CORPORATION
1818 ELM HILL PIKE
NASHVILLE, TN 37210
(P) 615-871-4500 X431
(F) 615-884-9431
(E) rolsen@gibson.com

OLSEN, STEPHEN R
VICE PRESIDENT
GUARDSMARK
1625 E 17TH STREET #209
SANTA ANA, CA 92701
(P) 714-973-1087
(F) 714-973-2293

OLSEN, WILLIAM H
PRESIDENT
SECURITY CONCEPTS INC
PO BOX 458
WILLISTON PARK, NY 11596-0158
(P) 516-877-7400
(F) 516-877-7403

OLSEN, WILLIAM P
SR MGR
ARTHUR ANDERSEN LLP
8000 TOWER CRESCENT DR #400
VIENNA, VA 22182
(P) 703-917-5336
(F) 703-917-5383

OLSGAARD, BJORN
PRINCIPLE ENGINEER
NORWEGIAN PETROLEUM DIRECTORATE
POST BOX 600
STAVANGER 4001, NORWAY
(P) 47-5-187-6093
(F) 47-5-155-1571
(E) bjorn.olsgaard@mpd.no

OLSON, ALAN G
LOSS PREVENTION & SAFETY MGR
MONTGOMERY WARDS
99 NORTHTOWN DRIVE NE
BLAINE, MN 55434
(P) 612-780-7441
(F) 612-780-7434
(E) ago19@uswest.net

OLSON, DIANE M
SECURITY SYSTEMS ENGINEER
LOCKWOOD GREENE TECHNOLOGIES
557 OPPENHEIMER DRIVE #200
LOS ALAMOS, NM 87544
(P) 505-661-7970
(F) 505-661-6896
(E) dmi@lwgllc.com

OLSON, DONALD L
DIRECTOR SECURITY
RIDGDALE MALL
12401 WAYZATA BLVD
MINNETONKA, MN 55345
(P) 612-541-4864

OLSON, DONNA J
SECURITY SPVR
NIKE INC
DNC BOWERMAN DR
BEAVERTON, OR 97005
(P) 503-671-2070
(F) 503-671-6077
(E) donna.olson@nike.com

OLSON, J DAVID
PRESIDENT
J D OLSON & ASSOCIATES LTD
600 S COUNTY FARM RD #250
WHEATON, IL 60187
(P) 708-682-5200
(F) 708-665-7576
(E) jdolson@aol.com

OLSON, JOHN A
LOSS CONTROL MANAGER
CNA INSURANCE COMPANIES
5850 OPUS PKWY #300
MINNETONKA, MN 55343-9609
(P) 612-352-4698
(F) 612-352-4530
(E) john.olson@cna.com

OLSON, LEON G
945 FAIRVIEW AVENUE #4
ARCADIA, CA 91007
(P) 626-446-6771

OLSON, MARK A
LOSS PREVENTION INVESTIGATOR
LONGS DRUG STORES
3960 PALMER PARK BLVD
COLORADO SPRINGS, CO 80909
(P) 719-380-8136
(F) 719-637-0679
(E) moison@longs.com

OLSON, MARK L
VICE PRES OF MARKETING & SALES
IMONITORING.COM INC
1101 SAN ANTONIO RD #400
MOUNTAIN VIEW, CA 94043
(P) 650-210-0765
(F) 650-210-0760
(E) mark.olson@monitoring.com

OLSON, RALPH J, CPP
OPERATIONS MANAGER
PINKERTON'S INC
4060 WINTON ST #100
OMAHA, NE 68105
(P) 402-558-8504
(F) 402-558-8520
(E) ralson@aol.com

OLSON, RICHARD P, CPP
MANAGER, SECURITY SVCS
PACIFIC MUTUAL INSURANCE CO
700 NEWPORT CENTER DR
NEWPORT BEACH, CA 92660
(P) 949-640-3556
(F) 949-725-6754

OLSON, SUSAN M
MANAGER SECURITY & SAFETY
MITRE CORPORATION
1820 DOLLY MADISON BLVD
MC LEAN, VA 22102
(P) 703-883-6462
(F) 703-883-1767

OLSON, TOM W
PRESIDENT
CARSTENS INC
929 TRUMAN AVE
KEY WEST, FL 33040
(P) 305-296-8855
(F) 305-295-3396
(E) tom@keywest@juno.com

OLSSON, ERIC R
CHIEF OF SECURITY
SOUTH CT REG WATER AUTH
20 SARGENT DRIVE
NEW HAVEN, CT 06511
(P) 203-624-6671 X2520
(F) 203-624-6129
(E) eric@water.com

OLSSON, LARS A
SECURITY MGR
SKANSKA AB
STORTORGET 2 BOX 509
SE-371 23
KARLSKRONA, SWEDEN
(P) 46-455-307181
(F) 46-455-307178
(E) lars.olsson@skanska.se

OLSSON, MATS O
MANAGING DIRECTOR
MIL SEC SCANDINAVIA AB
RULLGÄRGTAN 9
GÖTEBORG SE 41526, SWEDEN
(P) 46-31-727-5350
(F) 46-31-727-5351
(E) mats.olsson@mil.se

OLSZESKI, MARK L
JR EXECUTIVE
METRO SECURITY FORCE
6546 W HIGGINS
CHICAGO, IL 60656
(P) 773-774-9966
(F) 773-774-9933

OLTRAMARE, MARC E
PRESIDENT & CEO
SPECIALIZED TRANSPORT INTL INC
MELBOURNE INTL AIRPORT
1383 GENERAL AVIATION DR
MELBOURNE, FL 32935-6332
(P) 407-253-0209
(F) 407-253-0039

OLVER, MARK H
9020 MI GROUP
413 SHARONDALE DRIVE
EL PASO, TX 79912
(P) 915-568-2697
(F) 915-568-2881

OLVERA, JOSE M
SECURITY MANAGER
TEXAS DEPT OF TRANSPORTATION
125 E 11TH ST
AUSTIN, TX 78701
(P) 512-465-7931
(F) 512-465-7355
(E) tolovera@mailgw.dot.state.tx.us

OMOHUNDRO, JOHN J, CPP
MANAGER-INTERNATIONAL SECURITY
ANADARKO PETROLEUM CORP
17001 NORTHCASE DR
HOUSTON, TX 77060
(P) 281-876-8403
(F) 281-874-3482
(E) john_omohundro@anadarko.com

ONDERICK, WILLIAM A JR
SECURITY SYSTEMS COORDINATOR
FITZGERALD TECHNOLOGY GROUP
455 S ORANGE AVE #301
ORLANDO, FL 32801
(P) 407-426-1270
(F) 407-426-1272
(E) fitz-vg@fitzgerald.net

ONDICH, ANDREW N
SR CONSULTANT/DIR OF MARKETING
SECURACOMM CONSULTING INC
1343 OLD FREEPORT RD
PITTSBURGH, PA 15238
(P) 412-963-6658
(F) 412-963-1656
(E) andy@securacomm.com

ONDRA, TODD A
MANAGING DIRECTOR
FEDERAL EXPRESS CORP
2005 CORPORATE AVENUE
MEMPHIS, TN 38132-1851
(P) 901-395-3859
(F) 901-345-5510

ONER, BULENT
MANAGING DIRECTOR
ODEONIST ELECTRONICS LTD
YILDIZ POSTA CAD 26/21
GAYRETTEPE
ISTANBUL, TURKEY
(P) 90-212-275-7596
(F) 90-212-275-7480
(E) oyonist@tornet.net.tr

ONIEAL, BRIAN G, CPP
DIRECTOR
SECURITY GUARD TRAINING INC
PO BOX 457
RAYMONNE, NJ 07002-0457
(P) 201-858-0648
(F) 201-858-8027

ONYEJEKWE, UCHE A
SECURITY SPVR
CHEVRON NIGERIA LIMITED
2 CHEVRON DR EPE EXPY LEKKI
PMB 12825
LAGOS, NIGERIA
(P) 234-1-260-0600
(E) uonye@chevron.com

OORD, RUDOLF K
SECURITY MANAGER
NETHERLANDS BANKERS ASSN
SINGEL 236
AMSTERDAM 1016 AB, NETHERLANDS
(P) 020-5502832
(F) 020-6239748

OOSTDYK, JOSEPH F
MANAGER
PHILIPS SECURITY OFFICE
GREENEWOUDSEWEG 1
BLDG VH 4
EINDHOVEN 5621 BA, NETHERLANDS
(P) 31-40-2783800
(F) 31-40-2732431

OOSTEN, HARM J, CPP
MANAGING DIRECTOR
INFOSEC COM
15 JAMES GRIEVE
TIEL 4007 XM, NETHERLANDS
(P) 31-344-634664
(F) 31-344-635003
(E) harm.oosten@wms.nl

OOSTEROM, LOUIS A
ASST SECURITY MGR
DE NEDERLANDSE BANK
PIONEER CORNER MADISON
MANDALUYONG CITY 1552,
(P) 632-739-3092
(F) 632-739-1165

OOSTHUISEN, LEIGHTON A
PRESIDENT
PROSEC INC
4640 E FOREST PLEASANT PL
CAVE CREEK, AZ 85331-5449
(P) 602-569-3855
(F) 602-569-3856
(E) laa@compuserve.com

OPFER, ROBERT J, CPP
MGR IN CHARGE
GUARDSMARK
1730 RHODE ISLAND AVE NW
WASHINGTON, DC 20036-3101
(P) 202-887-5355
(F) 202-833-9478

OPHEIM, J NELSON, CPP
CHIEF PUBLIC SAFETY
UNIV OF CAHASTINGS COLL LAW
200 MCALLISTER STREET
SAN FRANCISCO, CA 94102
(P) 415-565-4776
(F) 415-565-4875
(E) opheim@cahastings.edu

OPPLIGER, HARRY N
ASST SPVR SECURITY SAFETY
TEXACO
PO BOX 430
BELLARE, TX 77402-0430
(P) 713-432-3677
(F) 713-432-3982
(E) opplighn@texaco.com

OPPENHEIM, BRIAN E
DIRECTOR OF FACILITIES
TOSHIBA AMERICA
280 UTAH AVE
S SAN FRANCISCO, CA 94080
(P) 650-875-3480
(F) 650-875-2978
(E) brian@tamri.com

OPPENHEIM, STANLEY A, CPP
PRESIDENT
DGA SECURITY SYSTEMS INC
20 WEST 47TH STREET
NEW YORK, NY 10036-3303
(P) 212-221-2300
(F) 212-556-6900

ORCHID, RONALD M
VICE PRESIDENT
LEADYNAL ELECTRIC
414 BRANNON STREET
SAN FRANCISCO, CA 94107
(P) 415-597-4752
(F) 415-543-1301
(E) rorchid@worldnet.att.net

ORCI, ISTVAN P, CPP
PROFESSOR
SWEDISH AGENCY FOR ADM DI
PO BOX 2280
SE-103 17
STOCKHOLM, SWEDEN
(P) 46-8-454-4614
(F) 46-8-454-4693
(E) istvan.orci@statskontoret.se

ORDOGNE, DONALD A JR
SALES CONSULTANT
ALARM SECURITY GROUP INC
10161 HARWIN STE 111
HOUSTON, TX 77036
(P) 713-780-2560
(F) 713-780-3643

ORDONEZ, JORGE
GTC PROTECTION REGIONAL
CIGARRERA BIGOTT
VIA-177
4430 NW 73RD AVE
MIAMI, FL 33116

ORDWAY, LEON
SECURITY ADMIN
MENA AMERICA
1100 NORTH KING ST
WILMINGTON, DE 19884-181
(P) 302-457-2167
(F) 302-458-1501

OREJUELA, HECTOR
PRESIDENT
PROFESSIONAL ALARM SYST
PO BOX 29742
SAN JUAN, PR 00929-0742
(P) 787-753-631C
(F) 787-754-2634

ORLAND, ANDERS P
DIRECTOR SECURITY
AR TUMBA BRUK
SE-147 82
TUMBA, SWEDEN
(P) 46-7-536-9537
(F) 46-7-533-5377

ORELLANA, DARIUS G
SR ADMIN OFFICER, SECURITY
GLOBE TELECOM/MGR INC
GLOBE TELECOM PLAZA
PIONEER CORNER MADISON
MANDALUYONG CITY 1552,
(P) 632-739-3092
(F) 632-739-1165

ORELLANA, JOSE J
SECURITY & SAFETY DIRECT
NEW OTANI HOTEL & GARD
120 SOUTH LOS ANGELES
LOS ANGELES, CA 90012
(P) 213-629-1200 X4234
(F) 213-622-0980

ORENDAIN, SALVADOR J
CRIMINOLOGIST/SECURITY
BANGKO SENTRAL NG PILIP
A MARINI ST
MALATE
METRO MANILA 1004, PHIL
(P) 524-94-66
(F) 523-75-14

ORENSTEIN, CRAIG B
NATIONAL ACCOUNTS EXEC
HONEYWELL HOME & BUIL
4637 SMOKE RISE LANE
MARIETTA, GA 30062
(P) 770-645-9043
(F) 770-645-7666

ORSHACH, MICHAEL
POLICE SERGEANT
UNIV OF CALIFORNIA
POLICE DEPT
ONE SHIELDS AVE
DAVIS, CA 95616
(P) 530-752-0625
(F) 530-752-3216
(E) miorshach@ucdavis.edu

ORFF, JOSEPH J
SECURITY COORDINATOR
VANGUARD GROUP
P O BOX 2500
VALLEY FORGE, PA 19482
(P) 610-669-5447
(F) 610-669-6755

ORFE, TIMOTHY G
SECURITY SPECIALIST
HEWLETT PACKARD COME
18110 SE 34TH ST
VANCOUVER, WA 98063
(P) 650-212-4369
(F) 650-212-3180
(E) tim_orfe@hp.com

MEMBERS BY NAME



ASIS *Dynamics*

May/June 2001

News for and about members of the American Society for Industrial Security



A Mission of Security

The ASIS 47th Annual Seminar and Exhibits
takes the high ground in San Antonio, Texas



OLSEN, STEPHEN R
VICE PRESIDENT
GUARDSMARK
41995 BOARDWALK STE L-3
PALM DESERT, CA 92211-9065
016

OLSEN, WILLIAM H
PRESIDENT
SECURITY CONCEPTS INC
PO BOX 458
WILLISTON PARK, NY 11596-0458
(P) 516-677-7400
(F) 516-677-7403
(E) security.concepts@msn.com

OLSEN, WILLIAM P
SR MGR
ARTHUR ANDERSEN LLP
8000 TOWER CRESCENT DR #400
VIENNA, VA 22182
(P) 703-917-5336
011

OLSGAARD, BJORN
PRINCIPLE ENGINEER
NORWEGIAN PETROLEUM DIRECTORATE
POST BOX 600
STAVANGER 4001, NORWAY
(P) 47-5-187-6093
(F) 47-5-155-1571
(E) bjorn.olsgaard@npd.no

OLSON, BRIAN K
ASST VP OF FACILITIES MGMT
CUNA MUTUAL GROUP
5913 MINERAL POINT ROAD
MADISON, WI 53701
(P) 608-231-8305
(F) 608-236-8305
(E) brian.olson@cunamutual.com

OLSON, DAVID L
CHIEF METROPOLITAN BRANCH NYC
GS&FEDERAL PROTECTIVE SVC
26 FEDERAL PLAZA - RM 30-12
NEW YORK, NY 10278
(P) 212-264-0850
(F) 212-264-5164
(E) david.olson@gsa.gov

OLSON, DONALD L
DIRECTOR SECURITY
RIDGEDALE MALL
12401 WAYZATA BLVD
MINNETONKA, MN 55345
(P) 612-541-4864

OLSON, DONNA J
SECURITY SPVR
NIKE INC
ONE BOWERMAN DR
BEAVERTON, OR 97005
(P) 503-671-2070
(F) 503-671-6077
(E) donna.olson@nike.com

OLSON, ERIC R
DIR OF SECURITY
ACI DATACOM INC
2150 PROFESSIONAL DR #150
ROSELVILLE, CA 95661
(P) 916-771-7000 X143

OLSON, J DAVID
PRESIDENT
J D OLSON & ASSOCIATES LTD
600 S COUNTY FARM RD #250
WHEATON, IL 60187
(P) 630-682-5200
(F) 630-665-7576
(E) jodolson@aol.com

OLSON, JOHN A
LOSS CONTROL MANAGER
CNA INSURANCE COMPANIES
5850 OPUS PKWY #300
MINNETONKA, MN 55343-9609
(P) 612-352-4698
(F) 612-352-4750
(E) john.olson@cna.com

OLSON, LEON G
946 FAIRVIEW AVENUE #4
ARCADIA, CA 91707
(P) 626-446-6777

OLSON, RALPH J, CPP
OPERATIONS MANAGER
HINKERTON'S INC
4060 VINTON ST #100
OMAHA, NE 68105
(P) 402-558-8504
(F) 402-558-8520
(E) rjolson@aol.com

OLSON, RICHARD P, CPP
MANAGER SECURITY SVCS
PACIFIC LIFE INSURANCE CO
700 NEWPORT CENTER DR
WILSON BEACH, CA 92660
(P) 640-3556
(F) 725-6754
(E) ron@pacifice.com

OLSON, SUSAN M
MANAGER SECURITY & SAFETY
RE CORPORATION
1820 DOLLY MADISON BLVD
MC LEAN, VA 22102
(P) 703-883-8462
(F) 703-883-1767

OLSSON, ERIC R
CHIEF OF SECURITY
SOUTH CTRL CT REG WATER AUTH
90 SARGENT DRIVE
NEW HAVEN, CT 06511
(P) 203-624-6671 X2520
(F) 203-624-6129
(E) eolsson@water.com

OLSSON, LARS A
SECURITY MGR
SKANSKA AB
O PRINSKATAN 7
SE-371 31
KARLSKRONA, SWEDEN
(P) 46-455-368622
(F) 46-455-307778
(E) lars.olsson@skanska.se

OLSSON, MATS O
MANAGING DIRECTOR
MIL SEC SCANDINAVIA AB
RULLAGERGATAN 9
GÖTEBORG SE 41526, SWEDEN
(P) 46-31-727-5350
(F) 46-31-727-5351
(E) mats.o@milsec.se

OLSEWSKI, MARK L
JR EXECUTIVE
METRO SECURITY FORCE
6546 W HIGGINS
CHICAGO, IL 60656
(P) 773-774-9966
(F) 773-774-9933

OLUKOGA, LATEEF O
SENIOR SECURITY SPVR
ASHLAND OIL NIGERIA CO UNLTD
PO BOX 802
53 TRANS-AMADI IND LAYOUT
PORT HARCOURT, NIGERIA
(P) 084-2362004
(F) 084-334399

OLUSINA, BORISADE A
SECURITY MANAGER
GUINNESS NIGERIA PLC
24 OBA AKKAN AVENUE PMB
IKEJA 21071, NIGERIA
(P) 234-1-4926295

OLVERA, JOSE M
SECURITY MANAGER
TEXAS DEPT OF TRANSPORTATION
125 E 11TH ST
AUSTIN, TX 78701
(P) 512-465-7931
(F) 512-465-7355
(E) tolovera@mailgw.dot.state.tx.us

OMOHUNDRO, JOHN J, CPP
MANAGER SECURITY NORTH AMERICA
ANADARKO PETROLEUM CORP
17001 NORTHCASE DR
HOUSTON, TX 77060
(P) 281-876-8403
(F) 281-874-3482
(E) john.omoehundro@anadarko.com

ONDERICK, WILLIAM A JR
SECURITY SYSTEMS COORDINATOR
HLM DESIGN
800 N MAGNOLIA AVE #1100
ORLANDO, FL 32803
(P) 407-422-7061
(F) 407-422-7066
(E) wsonderick@hlmdesign.com

ONGICH, ANDREW N
DIR OF BUS DEVR CONSULTANT
SECURACOMM CONSULTING INC
1343 OLD FREEPORT RD
PITTSBURGH, PA 15238
(P) 412-963-6858
(F) 412-963-1656
(E) andy@secracomm.com

ONDRA, TODD A
MANAGING DIRECTOR
FEDERAL EXPRESS CORP
2610 HOCKS CROSS RD
MEMPHIS, TN 38125
(P) 901-434-3859
(F) 901-434-5510
(E) tondra@fedex.com

ONIEAL, BRIAN G, CPP
DIRECTOR
SECURITY GUARD TRAINING INC
PO BOX 457
BAYONNE, NJ 07002-0457
(P) 201-858-0648
(F) 201-858-8027

OND, KATSUTOSHI
PRESIDENT
ASSGA INTERNATIONAL CO LTD
1-1-21 JITSUGIYO KAIKAN
B-3 ARCHE TORANOMON MINATOKU
TOKYO, JAPAN
(P) 81-3-5510-7856
(F) 81-3-5510-7857
(E) kat12050@aol.com

ORD, RUDOLF K
SECURITY MANAGER
NETHERLANDS BANKERS ASSN
SINGEL 236
AMSTERDAM 1016 AB, NETHERLANDS
(P) 020-5502832
(F) 020-6239748

ORDSTYK, JOSEPH F
MANAGER
PHILIPS SECURITY OFFICE
GROENWOUDEWEG 1
BLDG VH 4
EINDHOVEN 5621 BA, NETHERLANDS
(P) 31-40-2783800
(F) 31-40-2732431

OSTEN, HARM J, CPP
MANAGING DIRECTOR
INFOSEC COM
27 MARENIT
TIEL 4007 NP, NETHERLANDS
(P) 31-344-634664
(F) 31-344-635003
(E) harm.osten@ams.nl

OSTEROM, LOUIS A
ASST SECURITY MGR
DE NEDERLANDSE BANK
WESTENDE 1
AMSTERDAM 1017 ZN, NETHERLANDS
(P) 31-20-524-3589
(F) 31-20-524-2540
(E) l.a.m.osterom@dnb.nl

OPFER, ROBERT J, CPP
MGR IN CHARGE
GUARDSMARK
1730 RHODE ISLAND AVE NW
WASHINGTON, DC 20036-3101
(P) 202-887-5355
(F) 202-833-9478

OPFINGER, HARRY N
ASST SPVR SECURITY SAFETY
TEXACO
PO BOX 430
BELLAIRE, TX 77402-0430
(P) 713-432-3677
(F) 713-432-3982
(E) bolfinger@texaco.com

OPPENHEIM, STANLEY A, CPP
PRESIDENT
ISA SECURITY SYSTEMS INC
10 WEST 47TH STREET
NEW YORK, NY 10036-3303
(P) 212-221-2300
(F) 212-556-6900

OPPY, JAMES A
SENIOR VICE PRESIDENT
CORPORATE RISK INTERNATIONAL
11250 WAILES MILL RD #320
FAIRFAX, VA 22030
(P) 703-359-3901
(F) 703-359-3903
(E) jim.oppy@corrisk.com

OPUTA, LAWRENCE N
SPVR/SGT
NWM SECURITY INC
8301 GREENSBORO DR #300
MCLEAN, VA 22102-3603
(P) 301-215-8990

ORAM, SIMON J
BRANCH MANAGER
COMMAND SECURITY CORPORATION
2777 SUMMER ST
SPRINGFIELD, CT 06905
(P) 203-359-9761
(F) 203-325-8426
(E) soram@csco.com

ORCHID, RONALD M
SENIOR CONSULTANT
GLOVER/RESNICK & ASSOCIATES
215 ESTATES DR #3
ROSEVILLE, CA 95678
(P) 916-786-3552
(F) 916-786-3821
(E) rorchid@glover-resnick.com

ORCI, ISTVAN P, CPP
PROFESSOR
SWEDISH AGENCY FOR ADM DEVL
PO BOX 2280
SE-103 17
STOCKHOLM, SWEDEN
(P) 46-8-454-4614
(F) 46-8-454-4693
(E) istvan.orci@statskontoret.se

ORDOGNE, DONALD A JR
PROJECT SUPERVISOR
BURNS INT L SECURITY
1200 TIMBERLOCH PL
THE WOODLANDS, TX 77380
(P) 281-863-7291
(F) 713-780-3643

ORDWAY, LEON
SECURITY ADMIN
MBNA AMERICA
1100 NORTH KING ST
WILMINGTON, DE 19884-1813
(P) 302-457-2167
(F) 302-457-3081

OREJUELA, HECTOR
PRESIDENT
PROFESSIONAL ALARM SYSTEMS INC
PO BOX 29742
SAN JUAN, PR 00929-0742
(P) 787-763-6310
(F) 787-754-2634

ORELAND, ANDERS P
DIRECTOR SECURITY
AB TUMBA BRUK
SE-147 82
TUMBA, SWEDEN
(P) 46-7-536-9537
(F) 46-7-533-5377

ORELLANA, DARIUS G
SR ADMIN OFFICER SECURITY
GLOBE TELECOM MGR INC
GLOBE TELECOM PLAZA
PIONEER CORNER MADISON ST
MANDALUYONG CITY 1552, PHILIPPINES
(P) 632-739-3092
(F) 632-739-1165

ORELLANA, JOSE J
SECURITY & SAFETY DIRECTOR
NEW OTANI HOTEL & GARDEN
120 SOUTH LOS ANGELES STREET
LOS ANGELES, CA 90012
(P) 213-629-1200 X4234
(F) 213-622-0980

ORENSTEIN, CRAIG B
NATIONAL ACCOUNTS EXECUTIVE
HONEYWELL HOME & BUILDING CTRL
4637 SMOKE RISE LANE
MARIETTA, GA 30062
(P) 770-645-9043
(F) 770-645-2666

ORFF, JOSEPH J
SECURITY COORDINATOR
VANGUARD GROUP
P O BOX 2600
VALLEY FORGE, PA 19482
(P) 610-659-5447
(F) 610-659-6755

ORGAN, GARY J
SECURITY COORDINATOR
PROCTER & GAMBLE
TEMSELAAN 55 & 100
STAMBECK BEVER
BRUSSELS 1853, BELGIUM

ORGILL, CLIFFORD D
SPVR
ALLEN-BRADLEY
1201 S 2ND ST
MILWAUKEE, WI 53204
(P) 414-382-3793
(F) 414-382-2277

ORICCHIO, PEDRO L
SECURITY MANAGER
ELDORADO SHOPPING CENTER
AV REBOUCAS 3907
SAO PAULO, BRAZIL
(P) 011-212-1235

ORINUELA, JUAN C
SAFETY & SECURITY MGR
THE WASHINGTON POST
1150 15TH ST NW
WASHINGTON, DC 20071
(P) 202-334-5258
(F) 202-334-5581
(E) orinuelajc@washpost.com

DRINGER, KEITH I
VICE PRESIDENT OF OPERATIONS
US SECURITY ASSOCIATES, INC
1000 ROUTE 9 NORTH
WOODBRIIDGE, NJ 07095
(P) 732-602-0700
(F) 732-602-9467
(E) www.greatguards.com

ORIOLO, NICHOLAS A
MANAGING DIRECTOR
IPSK INTERNATIONAL
200 SHEFFIELD STREET
MOUNTAINVIEW, NJ 07092
(P) 973-276-0885
(F) 973-276-0292

ORLIK, NICHOLAS
BRANCH MANAGER
AMERICAN COMMERCIAL SEC SVCS
9381 KEARNEY VILLA CT STE B
SAN DIEGO, CA 92123
(P) 858-277-5200
(F) 858-277-0518

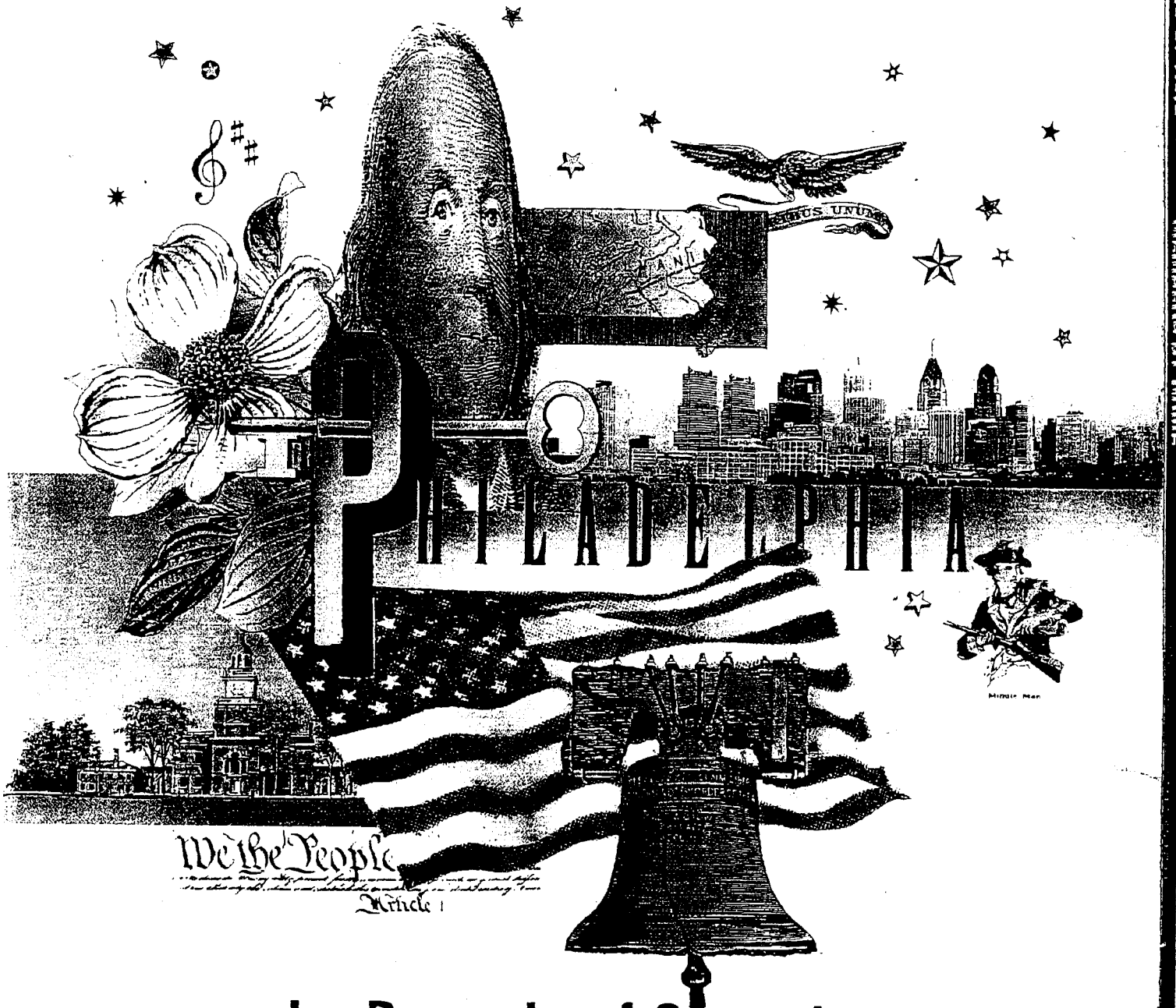
ORLIE, J ALAN
VICE PRESIDENT LOSS PREVENTION
MARRIOTT INTERNATIONAL
DEPT 51921-18
ONE MARRIOTT DR
WASHINGTON, DC 20058
(P) 301-380-4328
(F) 201-380-8997
(E) alan.orlie@marrriott.com



ASISDynamics

May/June 2002

News for and about members of the American Society for Industrial Security



In Pursuit of Security

The ASIS International 48th Annual Seminar and Exhibits
forges a more perfect union of public and private security in
Philadelphia, Pennsylvania



OLDS, JOHN M
9644 FLYING EAGLE LN
LAS VEGAS, NV 89123-7606
(P) 702-433-5717 060

OLDS, ROBERT E
DIRECTOR OF OPERATIONS
A R T I D
SUITE H7 #200
463 JOHNNY MERCER BLVD
SAVANNAH, GA 31410
(P) 912-898-5099
(F) 912-898-5004
(E) alt_rdc@worldnet.att.net

OLETTI, GEOFFREY R, CPP
EXECUTIVE DIRECTOR SECURITY
CINGULAR WIRELESS
5565 GLENRIDGE CONNECTOR
16TH FLOOR
ATLANTA, GA 30342
(P) 404-236-6112
(F) 404-236-6613
(E) geoff.oletti@cingular.com

OLEXY, ROBERT E, CPP
DIRECTOR CORPORATE SERVICES
RELIANT PROTECTIVE SERVICES
2741 W SOUTHERN AVE #B
TEMPLE, AZ 85282-4243
(P) 602-439-8880
(F) 602-431-0480

OLEYN, JOSEPH E, CPP
DIRECTOR OF SECURITY
FRANKFORD HOSPITAL
TORRESDALE CAMPUS
RED LION & KNIGHTS RDS
PHILADELPHIA, PA 19114
(P) 215-612-4870
(F) 215-612-4857
(E) jpeyn@fhs.org

OLIN, JOHN P
SAFETY/SECURITY MGR
FRONTIER A CITIZENS COMM CO
14450 BURNHAVEN DR
BURNSVILLE, MN 55306
(P) 952-435-1220
(F) 952-435-1230

OLINGER, JAMES W
ADMINISTRATOR/PHYSICAL SEC
MASTERCARD INTERNATIONAL
2200 MASTERCARD BLVD
O FALLON, MD 63366-7263
(P) 314-523-7774
(F) 314-547-7156
(E) james_olinger@mastercard.com

OLINGER, RICHARD L, CPP
6168 BECKWORTH WAY
OROVILLE, CA 95966
(P) 916-589-4440

OLIPHANT, WILLIAM F
SENIOR RISK MGMT CONSULTANT
ARMORGROUP LATIN AMERICA
CARRERA BA #145-35
MANZANA 1 INTERIOR 12
BOGOTA, COLOMBIA
(P) 57-1-533-0499
(F) 57-1-624-6087
(E) oliphant@armadillo.com.co

OLIVA, VITO V
DIRECTOR OF SECURITY
BERTELSMANN INC
1540 BROADWAY
NEW YORK, NY 10036
(P) 212-782-1246
(F) 212-782-1252

OLIVA-GAROUND, JAIME, CPP
DIRECTOR DIVISION SEGURIDAD
SONIC MEXICANA SA DE CV
MAESTROS 532
MEXICO D F 07800, MEXICO
(P) 525-355-1372
(F) 525-556-5128
(E) jogg@sonic.com.mx

OLIVA-REYES, JAIME
DIRECTOR GENERAL
SONIC MEXICANA SA DE CV
AV DE LOS MAESTROS NO 532
COL NUEVA SANTA MARIA
MEXICO D F 02800, MEXICO
(P) 5253554788
(F) 5255557921
(E) joliva@sonic.com.mx

OLIVARES, DAVID J
SECURITY DIRECTOR
ADDISON GALLERY OF AMER ART
PHILLIPS ACADEMY
MAIN ST
ANDOVER, MA 01810
(P) 978-749-4019
(F) 978-749-4025

OLIVARES, HENRY B
PRESIDENT
A PROFESSIONAL LOCKS INC
940 N ALMA SCHOOL RD #112
CHANDLER, AZ 85224
(P) 480-945-6700
(F) 480-963-8789

OLIVARES, SERGIO
OWNER & CHIEF SECURITY EXEC
OLICORP INTERNATIONAL
2700 E SAN JOSE ST #B1
LAREDO, TX 78043
(P) 956-251-7060
(E) olivares@olcorp.com

OLIVAREZ, JOSE M JR
DIRECTOR OF INVESTIGATIONS
SSSA INC
10333 RICHMOND AVENUE
SUITE 700
HOUSTON, TX 77042
(P) 713-977-7600
(F) 713-361-4710
(E) joseolivarez@sssa.com

OLIVAS, JOE, CPP
VICE PRESIDENT CORP SECURITY
WELLS FARGO
4406 PIEDRAS DR WEST
SAN ANTONIO, TX 78286
(P) 210-856-4376
(F) 210-856-4398
(E) jose.olivas@wells.fargo.com

OLIVE, RONALD J
OWNER
CONSULTING & CONFIDENTIAL INV
P O BOX 764
WADDELL, AZ 85355-0764
(P) 623-214-3890
(E) ronolive@usa.net

OLIVEIRA, EURICO
SECURITY CONSULTANT
PIRES SECURITY
RUA ALFREDO PUJOL NO 1102
SAO PAULO 02017-902, BRAZIL
(P) 55011-6999-2944 X1129
(F) 55011-6999-2944 X1131
(E) grupo@pires.com.br

OLIVEIRA, RAYMUNDO B, CPP
CONSULTANT
THOR
RUA SANTIAGO 215 PONHA
RIO DE JANEIRO 21020-400, BRAZIL
(P) 55-21-5643474
(F) 55-21-5603136

OLIVER, ANTHONY
DIRECTOR
SPECTRUM OF SECURITY
P O BOX 65324
BALTIMORE, MD 21209
(P) 410-486-7101
(F) 410-486-7101
(E) spectrumsec@aol.com

OLIVER, CARL R, CPP
ETHICS PROCESS ADMINISTRATOR
NORTHROP GRUMMAN CORPORATION
1840 CENTURY PARK EAST
LOS ANGELES, CA 90067
(P) 310-201-3425

OLIVER, GARY J
SECURITY CONSULTANT
42773 REYNWOOD PL
ASHBURN, VA 20148
(P) 703-723-8390

OLIVER, GORDON G
PRESIDENT
OLIVER YASKIW & ASSOCIATES INC
46 S SCURFIELD BLVD
WINNIPEG MANITOBA R3Y 1G3, CANADA
(P) 204-942-8002
(F) 204-942-8220
(E) info@oliver-yaskiw.com

OLIVER, GRAHAM
GROUP MANAGING DIRECTOR
SABRE ACCESS CONTROL SYSTEMS
SECURITY HOUSE
4 LISMIRANE IND PKWELSTREE RD
ELSTREE HERTS WD6 3EC, UNITED
KINGDOM
(P) 44-208-207-3838
(F) 44-208-2074575
(E) graham.oliver@sabreaccess.com

OLIVER, JAMES W JR
INFO SYSTEMS SECURITY OFFICER
GENERAL DYNAMICS
77 A ST
NEEDHAM, MA 02494
(P) 781-225-4639
(E) oliv416@hotmail.com

OLIVER, JERRY D
EDP SECURITY
KANSAS LOTTERY
128 N KANSAS AVE
TOPEKA, KS 66603-3621
(P) 785-296-5715
(F) 785-296-5712

OLIVER, JOHN E
CHIEF OF POLICE
SPOTSWOOD NJ POLICE DEPT
77 SUMMERHILL RD
SPOTSWOOD, NJ 08884
(P) 732-251-2121
(F) 732-251-5910

OLIVER, JOHN R
PHYSICAL SECURITY & EMERGENCY
IBM CORP
PO BOX 32 ALENCHON HOUSE
ALENCON LINK
BASINGSTOKE HANTS RG21 1EJ,
UNITED KINGDOM
(P) 44-1256-843476
(F) 44-1256-843168

OLIVER, KENNETH S
5229 ST CROIX LN
FORT WORTH, TX 76137
(P) 817-581-0697

OLIVER, LYNN CHA
PRESIDENT
AMERICAN SHAW #112-4
DULLES, VA 20166
(P) 703-834-8900
(F) 703-834-8947
(E) loliver@shaw.com

OLIVIER, MARC
SECURITY MANAGER
TABACOFINA YANDER ELST/BAT
VAARTKAT
MERKSEM 2170, BELGIUM
(P) 32-3-640-1624
(F) 32-3-640-1504
(E) marc.olivier@bat.com

OLKO, DOREEN E
CHIEF OF POLICE
CITY OF AUBURN HILLS
1827 N SQUIRE RD
AUBURN HILLS, MI 48326
(P) 248-370-9454
(F) 248-370-9348
(E) dolko@auburn-hills.org

OLKO, ROBERT J
MANAGER SECURITY/LOSS PREVENT
KING VENTURE INC
25800 NORTHWESTERN HWY STE 750
SUITE 600
SOUTHFIELD, MI 48075
(P) 248-357-6274
(F) 248-262-3289
(E) rob@kingventure.com

OLLEY, DONALD E
14 WILBURN ST
YONKERS, NY 10704
(P) 914-965-1992

OLLILA, KIMMO K
RISK MANAGER
FLEXTRONICS INTERNATIONAL
KRETSKORTSVAGEN
SE-721 69
VAESTERAS, SWEDEN
(P) 46-21-179555
(F) 46-21-179600
(E) kimmo.ollila@flextronics.com

OLLIS, RODGER H JR
REGIONAL SECURITY MANAGER
QVC INC
1200 WILSON DRIVE
STUDIO PARK
WEST CHESTER, PA 19380
(P) 484-701-8889
(F) 484-701-1923
(E) rollis@qvc.com

OLLIVIER, MICHAEL J
VICE PRESIDENT
ADVANTOR SYSTEMS CORPORATION
2479 W FIR AVENUE
FRESNO, CA 93711-7027
(P) 559-438-6415
(F) 559-438-6415
(E) ollivier@advantor.com

OLMINSKY, MARION J
OPERATIONS MANAGER
PINKERTON'S
SUITE 314
1711 BRITANNIA RD
AKRON, OH 44310
(P) 330-633-0700
(F) 330-633-1374

OLMOS, ROSS A
MANAGING DIRECTOR
SOS CONSULTING INC
1445 N EAGLE STREET
NAPERVILLE, IL 60563-2511
(P) 630-717-7055
(F) 630-305-8432
(E) ross@olmos@aol.com

OLMSTEAD, DAVID, CPP
STAFF ENGINEER
LOCKHEED MARTIN MFC-D
5600 SAND LAKE RD MP-274
ORLANDO, FL 32819-8907
(P) 407-356-4526
(F) 407-352-5401
(E) david@olmstead@natscape.net

OLMSTED, WILLIAM T JR
OWNER
WILLIAM OLMSTED INVESTIGATIONS
2443 FAIR OAKS BLVD #72
SACRAMENTO, CA 95825-7684
(P) 916-484-6465
(F) 916-484-0440

OLSHANSKI, CHARLES J
REGIONAL SECURITY MANAGER
TIFFANY & CO
299 OAKBROOK CENTER
OAK BROOK, IL 60523
(P) 630-976-3138
(F) 630-978-3289

OLSEN, KJELL
DEPARTMENT MANAGER
G. INVIA
TUBORG HAVNEVEJ 19
KELLERUP 2900, DENMARK
(P) 45-44-894935
(F) 45-44-894300
(E) uark@tel2net.dk

OLSEN, STEPHEN R
VICE PRESIDENT
GUARDSMARK
41995 BOARDWALK STE L3
PALM DESERT, CA 92211-9065

OLSEN, WILLIAM H
PRESIDENT
SECURITY CONCEPTS INC
PO BOX 458
WILLISTON PARK, NY 11596-0458
(P) 516-877-7400
(F) 516-877-7403

OLSEN, WILLIAM P
PRINCIPAL
ARTHUR ANDERSEN
8000 TOWER CRESCENT DR
VIENNA, VA 22182
(P) 703-962-3580
(F) 703-962-3663

OLSGAARD, BJORN
PRINCIPLE ENGINEER
NORWEGIAN PETROLEUM DIRECTORATE
POST BOX 600
STAVANGER 4001, NORWAY
(P) 47-5-187-6093
(F) 47-5-155-1571
(E) bjorn.olsgaard@npd.no

OLSON, BRIAN K
ASST VP OF FACILITIES MGMT
CUNA MUTUAL GROUP
5910 MINERAL POINT ROAD
MADISON, WI 53701
(P) 608-231-4302
(F) 608-236-8305
(E) brian_olson@cunamutual.com

OLSON, CHARLES
CORP SECURITY & SAFETY MGR
NEC ELECTRONICS INC
2880 SCOTT BLVD M/S 501300
SANTA CLARA, CA 95050
(P) 408-588-6233
(F) 408-588-6654
(E) charles_olson@nec.net.com

OLSON, DANIEL J
MGR SECURITY GROUP
VECA COMMUNICATIONS
5614 7TH AVE S
SEATTLE, WA 98108
(P) 206-436-5246
(F) 206-436-5255
(E) den.olson@veca.com

OLSON, DAVID L
CHIEF THREAT MGMT
CSA/FEDERAL PROTECTIVE SVC
26 FEDERAL PLAZA - RM 17-130
NEW YORK, NY 10278
(P) 212-264-4255
(F) 212-625-3715
(E) david.olson@gsa.gov

OLSON, DONNA J
SECURITY SERVICES MANAGER
NIKE INC
ONE BOWERMAN DR
BEAVERTON, OR 97005
(P) 503-671-5767
(F) 503-671-6077
(E) donna.olson@nike.com

OLSON, J DAVID
PRESIDENT
J D OLSON & ASSOCIATES LTD
600 S COUNTY FARM RD #230
WHEATON, IL 60187
(P) 630-682-5700
(F) 630-665-7576
(E) jdolson@aol.com

OLSON, JOHN A
LOSS CONTROL MANAGER
CNA INSURANCE COMPANIES
5850 OPUS PKWY #300
MINNETONKA, MN 55343-9609
(P) 952-352-4698
(F) 952-352-4750
(E) john.olson@cna.com

OLSON, JULIA M
TRAINING MANAGER
BARTON PROTECTIVE SVCS INC
10955 LOWELL AVE #210
OVERLAND PARK, KS 66210
(P) 913-327-1919
(F) 913-327-7055

OLSON, LEON G
946 FAIRVIEW AVENUE #4
ARCADIA, CA 91037
(P) 626-446-0777

OLSON, RALPH J, CPP
OPERATIONS MANAGER
PINKERTON'S INC
4060 VINTON ST #100
OMAHA, NE 68105
(P) 402-558-8504
(F) 402-558-8520
(E) alistair@aol.com

OLSON, RICHARD P, CPP
MANAGER SECURITY SVCS
PACIFIC LIFE INSURANCE CO
700 NEWPORT CENTER DR
NEWPORT BEACH, CA 92660
(P) 949-219-3556
(F) 949-219-6754
(E) richard.olson@pacificlife.com

OLSON, SUSAN M
MANAGER SECURITY & SAFETY
MITRE CORPORATION
1620 0311 Y MADISON BLVD
MC LEAN, VA 22107
(P) 703-893-9462
(F) 703-883-1767

OLSSON, ERIC R
CHIEF OF SECURITY
SOUTH CTRL CT REG WATER AUTH
90 SARGENT DRIVE
NEW HAVEN, CT 06511
(P) 203-624-6671 X2520
(F) 203-624-6129
(E) eolsson@shel.net

OLSSON, LARS A
SECURITY MGR
SKANSKA AB
D PRINSGATAN 7
SE-371 31
KARLSKRONA, SWEDEN
(P) 46-455-308022
(F) 46-455-307178
(E) lars.olsson@skanska.se

OLSSON, MATS O
MANAGING DIRECTOR
MIL SEC SCANDINAVIA AB
RULLAGERGATAN 9
GOTEBORG SE 41526, SWEDEN
(P) 46-31-727-5350
(F) 46-31-727-5351
(E) mats.olsson@mil.se

OLSZEWSKI, MARK L
JR EXECUTIVE
METRO SECURITY FORCE
6548 W HIGGINS
CHICAGO, IL 60656
(P) 773-774-9966
(F) 773-774-9933

OLUBIYI, AYOABAMI
SECURITY ADVISOR
EXKOMMOBIL INTERNATIONAL LTD
SAINT CATHERINE'S HOUSE
2 KINGSWAY P O BOX 397
LONDON WC2B 6W, UNITED KINGDOM
(P) 44-207-412-4556
(F) 44-207-412-2533
(E) ayoabami.olubiyi@exkommobil.co.uk

OLVERA, JOSE M
SECURITY MANAGER
TEXAS DEPT OF TRANSPORTATION
3610 JACKSON AVE
AUSTIN, TX 78731
(P) 512-465-9331
(F) 512-302-2343
(E) tovera@marp.dot.state.tx.us

OMEBEN, CHRIS A
PRESIDENT
KEK NIGERIA LTD
234 MURILLA MOHAMED WAY
YABA
LAGOS, NIGERIA
(P) 234-1-471-1467
(F) 234-1-861244

OMILANOWICZ, DAVID S
CORRECTION OFFICER
NEW JERSEY STATE CORRECTION
EAST JERSEY STATE PRISON
LOOK BAG-R
RAHWAY, NJ 07065

OMOHUNDRO, JOHN J, CPP
MANAGER SECURITY NORTH AM
ANADARKO PETROLEUM CORP
17001 NORTHCHASE DR
HOUSTON, TX 77060
(P) 281-876-8403
(F) 281-874-3482
(E) john_omohundro@anadarko.com

ONDECK, THOMAS P
PRESIDENT
GLOBALOPTICS LLC
1615 L ST NW #1350
WASHINGTON, DC 20036
(P) 202-293-2490
(F) 202-293-2406
(E) 332@globaloptics.com

ASIS
INTERNATIONAL
Advancing Security Worldwide™

Dynamics

May / June 2003



The ASIS International 49th Annual Seminar and Exhibits hits all the right notes in New Orleans, where security professionals from around the world come together for an incredible combo of educational and networking opportunities.

OLIVE, RONALD J
OWNER
CONSULTING & CONFIDENTIAL INV
P O BOX 762
WADELL, AZ 85355-0764
(P) 623-214-3890
(E) ronolive@usa.net

OLIVEIRA, EURICO
SECURITY CONSULTANT
PIRES SECURITY
RUA ALFREDO PUJO, NO 1102
SAO PAULO 02017-902, BRAZIL
(P) 55011-6959-2942 X1129
(P) 55011-6959-2942 X1131
(E) grupo@pires.com.br

OLIVER, CARL R, CPP
ETHICS PROCESS ADMINISTRATOR
NORTHROP GRUMMAN CORPORATION
1840 CENTURY PARK EAST
LOS ANGELES, CA 90067
(P) 310-201-3425

OLIVER, EWAN H
GENERAL MGR
GUARDSMAN LTD
2-6 EMMAWAY CRESCENT
KINGSTON, CRO, JAMAICA
(P) 876-930-1458
(E) ewan@oliversecurityjamaica.com

OLIVER, GARY J
VICE PRESIDENT
THE BRITISH SECURITY GROUP LLC
12801 WORLDGATE DR
HERNDON, VA 20170
(P) 571-203-7740
(E) garyoliver@thebritishsecuritygroup.com

OLIVER, GRAHAM
GROUP MANAGING DIRECTOR
SABRE ACCESS CONTROL SYSTEMS
SECURITY HOUSE
4 LISMIRRALE IN PKWELSTREET RD
ELSTREE HERTS WIDU 3EE, UNITED
KINGDOM
(P) 44-208-207-3836
(P) 44-208-207-4575
(E) graham.oliver@sabreaccess.com

OLIVER, HARRISON R
MGR TRAINING & APPLICATION
ENGINEERING
COMPASS TECHNOLOGIES INC
15 E UWCHIAN AVE #430
EXTON, PA 19341
(P) 610-363-9250
(P) 610-363-2453
(E) holiver@compasssec.com

OLIVER, JAMES W JR
INFO SYSTEMS SECURITY OFFICER
GENERAL DYNAMICS
77 A ST
NEEDHAM, MA 02494
(P) 781-725-4639
(E) jadow2003@hotmail.com

OLIVER, JERRY D
EDP SECURITY
KANSAS LOTTERY
128 N KANSAS AVE
TOPEKA, KS 66603-3621
(P) 785-796-5215
(P) 785-256-5712
(E) jerry.oliver@kslottery.net

OLIVER, LYNN CHARLES
PRESIDENT
AMERICAN SECURITY PROGRAMS
22930 SHAW #112-4
DULLES, VA 20166
(P) 703-834-8900
(P) 703-834-8947
(E) loiverasp@aol.com

OLIVIER, JOHAN H
MGR PROTECTIVE SVCS
IMPALA PLATINUM LTD
EASTGEDULD RD & COWLES ST
SPRINGS 1559, SOUTH AFRICA
(P) 27-11-811-5974
(P) 27-11-360-3359
(E) johan.olivier@implats.co.za

OLIVIER, MARC
SECURITY MANAGER
TABACOFINA VANDER ELST/BA
VAARTKAAI
MERKSEM 2170, BELGIUM
(P) 32-3-640-1622
(P) 32-3-640-1604
(E) marc.olivier@belcom

OLKO, DOREEN E
CHIEF OF POLICE
CITY OF AUBURN HILLS
1827 N SQUIREL RD
AUBURN HILLS, MI 48326
(P) 248-370-9454
(P) 248-370-9348
(E) dolo@auburn-hills.org

OLKO, ROBERT J
MANAGER SECURITY/LOSS PREVENT
KING VENTURE INC
25800 NORTHWESTERN HWY STE 750
SUITE 600
SOUTHFIELD, MI 48075
(P) 248-357-6274
(P) 248-262-3280
(E) rjolk@kingventure.com

OLLEY, DONALD E
14 WILBUR ST
YONKERS, NY 10704
(P) 914-965-1932

OLLIS, MICHAEL D, CPP
AREA COMMANDER
FEDERAL PROTECTIVE SVC
601 E 12TH ST #633
KANSAS CITY, MO 64105
(P) 816-426-2431
(P) 816-426-2717
(E) michael.ollis@fpa.gov

OLLIS, RODGER H JR
REGIONAL SECURITY MGR-CORPORATE
OVC
1200 WILSON DR
WEST CHESTER, PA 19380
(P) 484-701-6889
(P) 484-701-1923
(E) rollic@ovc.com

OLLIVIER, MICHAEL J
VICE PRESIDENT
ADVANTOR SYSTEMS CORPORATION
2479 W FIR AVENUE
FRESNO, CA 93711-7027
(P) 559-438-6415
(P) 559-438-6415
(E) olivier@advantor.com

OLMINSKY, MARION J
OPERATIONS MANAGER
PINKERTON'S
SUITE 314
1717 BRITTAIN RD
AKRON, OH 44310
(P) 330-633-0700
(P) 330-633-1324

OLMSTEAD, DAVID, CPP
STAFF ENGINEER
LOCKHEED MARTIN MFC-0
5500 SAND LAKE RD MP-224
ORLANDO, FL 32819-8307
(P) 407-356-4526
(P) 407-356-5401
(E) davidolmstead@netscape.net

OLMSTED, WILLIAM T JR
OWNER
WILLIAM OLMSTED INVESTIGATIONS
2443 FAIR OAKS BLVD #72
SACRAMENTO, CA 95825-7684
(P) 916-484-6465
(P) 916-484-0440

OLSCHANSKI, CHARLES J
REGIONAL SECURITY MANAGER
TIFFANY & CO
299 DAKBROOK CENTER
OAK BROOK, IL 60523
(P) 630-978-3138
(P) 630-978-3289

OLSEN, JOHN
SENIOR GENERAL MANAGER
& P MOLLER-MAESER
ESPLANADEN 50
COPENHAGEN DK 1098, DENMARK
(P) 45-3363-4233
(P) 45-3363-4488
(E) consec@maersk.com

OLSEN, NIELS R
DIRECTOR OF SECURITY
WESTIN CASUARINA RESORT & SPA
30620 SEVEN MILE BEACH
GRAND CAYMAN, CAYMAN ISLANDS
(P) 345-945-3800
(P) 345-349-5619
(E) hotel@casuarina.ky

OLSGAARD, BJORN
PRINCIPLE ENGINEER
NORWEGIAN PETROLEUM DIRECTORATE
POST BOX 600
STAVANGER 4001, NORWAY
(P) 47-5-187-6093
(P) 47-5-155-1571
(E) bjorn.olsgaard@npd.no

OLSON, ALAN R
ACCOUNT MGR
GLENBROOK SECURITY SVCS INC
4350 DI PAOLO CTR #D
GLENVIEW, IL 60025
(P) 847-402-3945
(E) 90121@allstate.com

OLSON, CHARLES
CORP SECURITY & SAFETY MGR
NEC ELECTRONICS AMERICA INC
2880 SCOTT BLVD M/S SC1300
SANTA CLARA, CA 95050
(P) 408-588-6233
(P) 408-588-6654
(E) charles.olson@necelam.com

OLSON, DANIEL J
SERVICE MANAGER
PINKERTON SYSTEMS INTEGRATION
15405 53RD AVE S
TUKWILA, WA 98188
(P) 206-213-0911
(P) 206-213-0944
(E) daniel.olson@warnal.net

OLSON, DAVID L
DEPUTY DIRECTOR
GS/FEDERAL PROTECTIVE SVC
26 FEDERAL PLAZA - RM 17-130
NEW YORK, NY 10278
(P) 212-664-4255
(P) 212-664-9800
(E) david.olson@fpa.gov

OLSON, DONNA J
SECURITY SERVICES MGR
NIKE INC
ONE BOWMAN DR
BLAVERTON, OR 97005
(P) 503-671-5767
(P) 503-671-6077
(E) donna.olson@nike.com

OLSON, GARY C
AREA SECURITY MGR
CITIGROUP
820 STILLWATER RD
WEST SACRAMENTO, CA 95605
(P) 916-374-6112
(P) 916-374-5797
(E) garyolson@citic.com

OLSON, J DAVID
CEO
J D OLSON & ASSOCIATES LTD
1115 WHEATON OAKS CT
WHEATON, IL 60187-3051
(P) 630-682-5200
(P) 630-665-7576
(E) jodave@jao.com

OLSON, JULIA M
TRAINING MANAGER
BARTON PROTECTIVE SVCS INC
10955 LOWELL AVE #210
OVERLAND PARK, KS 66210
(P) 913-227-1919
(P) 913-327-7055

OLSON, LEON G
3241 BARN OWL
LAVERNE, CA 91750-2386
(P) 626-446-6771

OLSON, RALPH J, CPP
BRANCH MANAGER
PINKERTON'S INC
4050 VICTON ST #100
OMAHA, NE 68105
(P) 402-558-8504
(P) 402-558-8520
(E) alrjso@ai.com

OLSON, RICHARD P, CPP
MANAGER SECURITY SVCS
PACIFIC LIFE INSURANCE CO
700 NEWPORT CENTER DR
NEWPORT BEACH, CA 92660
(P) 949-215-3556
(P) 949-219-6754
(E) richard.olson@pacificlife.com

OLSON, SUSAN M
MANAGER SECURITY & SAFETY
MITRE CORPORATION
1870 DOLLY MADISON BLVD
MCLEAN, VA 22102
(P) 703-883-6462
(P) 703-883-1767

OLSSON, LARS A
SECURITY MGR
SKANSKA AB
O PRINGSATAN 7
SE-371 31
KARLSKRONA, SWEDEN
(P) 46-455-368622
(P) 46-455-307178
(E) lars.olsson@skanska.se

OLSSON, MATS O
MANAGING DIRECTOR
MIL SEC SCANDINAVIA AB
RULLAGSGATAN 9
S1-415 26
GOTENBURG, SWEDEN
(P) 46-31-727-5350
(P) 46-31-727-5351
(E) mats.o@milsec.se

OLUBIYI, AYOBAMI
SECURITY ADVISOR
EXXONMOBIL INTERNATIONAL LTD
TOWER 2 7TH FLOOR CLEMENTS INN
LONDON WC2A 2EB, UNITED KINGDOM
(P) 44-207-412-4556
(P) 44-207-412-2533
(E) ayobami.olubiyi@exxonmobil.com

OLUJEMI, KAREEM
COORDINATOR SECURITY SVCS
HALLIBURTON ENERGY SVCS
OLD MCC ROAD OFF ENERHENG ROAD
WARRI, NIGERIA
(P) 234-53-251798
(E) glutemi.kareem@halliburton.com

OLUSINA, BORISADE A
SECURITY MANAGER
GUINNESS NIGERIA PLC
24 OBA ARIAN AVENUE PMB
IKERJA 21071, NIGERIA
(P) 234-1-4926295

OLVERA, JOSE M
SECURITY MANAGER
TEXAS DEPT OF TRANSPORTATION
3810 JACKSON AVE
AUSTIN, TX 78731
(P) 512-465-7931
(P) 512-302-2343
(E) tolovera@dot.state.tx.us

OMAR, EMAD K S
241 SORREL TREE PL
OCEANSIDE, CA 92057
(P) 760-726-4686
(E) emadomar1@yahoo.com

OMARHAUG, RANDMØD
SIKKERTHETSSJEF
RIKSHOSPITALET
OSLO 0027, NORWAY
(P) 47-230-70-523
(P) 47-230-70-524
(E) randmod.omarhaug@rikshospitalet.no

OMILANOWICZ, DAVID S
CORRECTION OFFICER
NEW JERSEY STATE CORRECTIONS
47 ALDER ST
JERSEY CITY, NJ 07305-4836

OMOHUNDRO, JOHN J, CPP
MANAGER-SECURITY NORTH AMERICA
ANADARKO PETROLEUM CORP
1201 LAKE ROBBINS DRIVE
THE WOODLANDS, TX 77380
(P) 832-636-8403
(P) 832-636-8091
(E) john.omoohundro@anadarko.com

ONDERICK, WILLIAM A JR
SECURITY DESIGN CONSULTANT
HLM DESIGN
7331 PINEMOUNT DR
ORLANDO, FL 32819
(P) 407-422-7061
(P) 407-422-7066
(E) baonderick@hlmdesign.com

ONDICH, ANDREW N, CPP
VP OF CONSULTING/CHIEF CONSULT
SECURACOMM CONSULTING INC
1343 OLD FREEPORT RD
PITTSBURGH, PA 15236
(P) 412-963-6858
(P) 412-963-1656
(E) andy@securacomm.com

ONDRA, TODD A
MANAGING DIRECTOR
FDEX CORP
3610 HOCKES CROSS RD
LOWMY 7091
MEMPHIS, TN 38125-8800
(P) 901-434-3855
(P) 901-434-551C
(E) laondra@fedex.com

ONIEAL, BRIAN E, CPP
ADJ PROFESSOR
JOHN JAY COLLEGE OF CJS
899 10TH AVE
NEW YORK, NY 10012
(P) 551-208-1686
(E) bonieal@hotmail.com

ONNEK, NORMAN E
DIRECTOR CORPORATE SECURITY
BLACK & VEATCH
6601 COLLEGE BLVD
OVERLAND PARK, KS 66211
(P) 913-458-9340
(P) 913-458-6633
(E) onnek@bv.com

ONO, KATSUTOSHI
PRESIDENT
ASSCA INTERNATIONAL CO LTD
1-1-21 JUTSUJOYU KAIKAN
B-3 ARCHE TORANOMON MINATOKU
TOKYO, JAPAN
(P) 81-3-5510-7856
(P) 81-3-5510-7857

ONDUFRIADIS, MICHAEL
DIRECTOR OF OPERATIONS
I N E A
47-51 IMITTOU STREET
ATHENS 16121, GREECE
(P) 30-10-7222-704
(E) monico@otenet.gr

ONDUKWE, MICHAEL
FIRE & SAFETY OFFICER SEC SG
IN INTL CRIMINAL TRIBUNAL
PO BOX 4782
GRAND CENTRAL STATION
NEW YORK, NY 10017
(P) 212-963-2850 X5572
(E) ondukw@un.org

ONGEQUIR, SAMUEL C
MANAGER SECURITY
HALLMARK BANK PLC
137139 BROAD ST
PHB 12917 MARINA
LAGOS, NIGERIA
(P) 234-1-266-1165
(E) sam@ongequir@yahoo.com

OSTEN, HARM J, CPP
DIRECTOR
CONTEGO BV
AMSTERDAM, NETHERLANDS
(P) 31-6-287-36999
(E) harm.osten@contego.nl

OOSTEROM, LOUIS A
ASST SECURITY MGR
DE NEDERLANDSE BANK
WESTENDE 1
AMSTERDAM 1017 ZN, NETHERLANDS
(P) 31-20-524-3589
(P) 31-20-524-2540
(E) la.m.oosterom@nbn.nl

OSTON, LARRY C
SECURITY MGR
EXPRESSLIMITED INC
ONE LIMITED PKWY
COLUMBUS, OH 43230
(P) 614-415-4202
(P) 614-415-4298
(E) loston@expressltd.com

OPFER, ROBERT J, CPP
MGR IN CHARGE
GUARDSMARK
1730 RHODE ISLAND AVE NW
WASHINGTON, DC 20036-3101
(P) 202-887-5255
(P) 202-833-9478

OPUGER, HARRY N
SECURITY COORDINATOR
CHEVRON TEXACO
PO BOX 430
BELLAIRE, TX 77401
(P) 713-432-3677
(P) 713-432-3982
(E) htopger@chevrononshore.com

OPLINGER, S STEVEN
DEFENTION SYSTEMS SPECIALIST
SYSTEMS TECHNOLOGIES INC
905E PHILIPS HWY #10
JACKSONVILLE, FL 32256
(P) 904-880-1990
(P) 904-880-2822
(E) soppinger@systems-technologies.com

OPPENHEIM, STANLEY A, CPP
PRESIDENT
OGA SECURITY SYSTEMS INC
20 WEST 47TH STREET
NEW YORK, NY 10036-3301
(P) 212-221-2500
(P) 212-556-6900

OPUTA, LAWRENCE N
PROJECT MGR
VVM INC
3301 GREENSBORO DR #300
MCLEAN, VA 22102-3603
(P) 301-215-8995
(E) security@vvhmi.org

ORAMAS, NELSON S
MGR SECURITY INFRASTRUCTURE
MIAMI INTL AIRPORT
BLDG 3030 3RD FLOOR
PO BOX 592075
MIAMI, FL 33159
(P) 305-876-7269
(P) 305-876-0601
(E) noramas@miami-airport.com

ORCHARD, CRAIG A
CAPTAIN
SIZEMORE SECURITY
ST JOSEPH HOSPITAL
2200 WRIGHT SBORO RD
AUGUSTA, GA 30904
(P) 706-481-7998
(P) 706-481-7802

ORCI, ISTVAN P, CPP
SR MGR INFORMATION SECURITY
SAB AB
SE-501 88
LIMEÖPING, SWEDEN
(P) 46-1318-4762
(E) istvan.orci@sab.se

ORDOGNE, DONALD A JR
SITE SECURITY SUPERVISOR
ANADARKO PETROLEUM CORP
1201 LAKE ROBBINS DR
THE WOODLANDS, TX 77380
(P) 832-636-7297
(P) 832-636-8211
(E) don_ordogne@anadarko.com

ORDONEZ, EDUARDO A
GERENTE GENERAL
PROTECCIONES TECNOLOGICAS
COLONIA VILLA ESPANOLA
FRUITE AL INSTITUTO CENTR
TEGUICUALPA, HONDURAS
(P) 504-225-2120
(P) 504-225-2662